



BlueCross[®]
BlueShield[®]



Cater 2 Your Health

Bringing Nutrition To You

Digital Campaign By

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Organization Name

The Blue Cross Blue Shield Association

Project Selection

Life can get extremely busy. After spending a day at work or driving a child to soccer practice, nutrition can fall behind on the list of priorities. Fast food becomes the easy option when there is not enough time to shop or cook. Nutrition and health require thorough planning, and sometimes, there is not enough time in the day to make that possible.

Cater 2 Your Health, a service which makes nutrition easily accessible, will change that. It is a weekly service that aims to help customers achieve personal nutrition goals by delivering a nutrition plan, healthy recipes and ingredients. This two-way approach brings customers the nutrition plan, and the tools to execute the plan. The service is provided once per week, and is made available to one person on every insurance plan for free. Any additional recipients must pay a weekly fee of \$20 per week or \$60 per month.

Background Information On The Blue Cross Blue Shield Association

Introduction

The Blue Cross Blue Shield Association is a national association of 36 independent, locally operated Blue Cross Blue Shield companies. The organization is committed to providing personalized health care in all 50 states, and it is the largest healthcare provider in the country (The Blue Cross Blue Shield System, 2017).

Corporate Social Responsibility is critical to improving healthier living in the communities that the company serves. There is a focus on encouraging healthier habits and living environments. This is done through educational initiatives, and advancing medical research that improves the health and well being for all Americans (Corporate Social Responsibility, 2017).

Mission: To promote the common good and general welfare of the community by fostering broad-based health insurance coverage.

History

Origins of Blue Cross Blue Shield: Blue Cross originated in Texas in 1929. Teachers paid premiums of \$.50 per month for 21 days of hospital inpatient services. Blue Shield started earlier in 1910. Railroad and lumber workers paid monthly fees for medical services (An Industry Pioneer, 2017).

Parallel Paths To the Same Goal: By the 1930s and 1940s, Blue Cross Blue Shield grew to encompass 81 hospital plans and 44 medical plans. The two companies began to unify in the 1940s to ensure that members of both plans would receive comprehensive coverage nationwide (An Industry Pioneer, 2017).

Medicare: Blue Cross Blue Shield companies stepped up during a historic moment. When Medicare was signed into law in 1966, Blue Cross Blue Shield companies were the only insurers with the claims processing capability and computing power to administer the new program (An Industry Pioneer, 2017).

Where Now: The Blue Cross Blue Shield Association was formed in 1982 to consolidate staff and operations. Today, the company works to uphold its mission which involves providing stability and innovation (An Industry Pioneer, 2017).

Location

The Blue Cross Blue Shield Association has two office locations (Contact Us, 2017)

1. Headquarters: 225 N. Michigan Ave, Chicago, IL 60601
2. 1310 G St. NW, Washington, D.C. 20005

Stock Information (Anthem Inc)

- Share volume: 1,254,615
- Earnings Per Share: \$10.56
- Current Yield: 1.34 percent
- 52 Week High/Low: \$198.98/\$114.85
- (Anthem, 2017)

SWOT Analysis

Strengths (Internal)

- The website and press room are comprehensive. They contain a great deal of information, and visuals are highly utilized.
- Twitter is significantly utilized in order to communicate health care complexities.

Weaknesses (Internal)

- Health insurance does not possess the same level of excitement that another product can generate, such as a food or an iPhone.
- The Blue Cross Blue Shield Association oversees 36 independent companies. This can create communication problems regarding who people should contact for questions.

Opportunities (External)

- New health care debates in the United States present opportunities to enter social media conversations.
- People are increasingly more likely to engage with brands that promote healthier lifestyles. Many millennials are becoming parents, and they are demanding healthier products for their children (The Hartman Group, 2015).

Threats (External)

- Fears of purchasing insurance due to the ambiguous political climate.
- Complexities and intricacies of health insurance can cause confusion for consumers.

Positioning Statement

1. In every zip code, Blue Cross Blue Shield companies offer a personalized approach to healthcare based on the needs of communities where members live and work (The Blue Cross Blue Shield System, 2017).
2. The Blue Cross Blue Shield Association empowers individuals with health coverage that insures one in three Americans (The Blue Cross Blue Shield System, 2017).
3. The Blue Cross Blue Shield Federal Employee Program is the top choice of U.S. federal employees, retirees and their families (The Blue Cross Blue Shield System, 2017).

Goals

1. **Our first goal is to improve our stakeholders' opinions of our service within the next year.** It is imperative for customers, employees and our many publics to always believe in our organization and mission. This ensures growth and longevity for all of our services, including Cater 2 Your Health.
2. **Our second goal is to increase the number of Cater 2 Your Health recipients, and reach 50 percent of Blue Cross Blue Shield customers with this service.** The service is designed to help meet the company's mission, while also creating the best customer experience. We want as many customers as possible to enjoy this service.
3. **Our last goal is to gain the new business of customers by promoting this service.** It is important to focus on how the service connects with potential customers and assure them that the mission is being faithfully implemented.

Objectives

1. Our service's first objective is to achieve complete staff awareness of the Cater 2 Your Health campaign. We will foster this understanding through an email campaign, and we aim to have all employees fluent in the service's offerings by March 1, 2018.
2. Our second objective is to launch a robust social media campaign that creates our own hashtag and focuses on storytelling. This will effectively reach and engage with customers. We will also launch targeted social media ads. We aim to reach 125,000 impressions on our hashtag, #Cater2Health by June 1, 2018.
3. Our final objective is to gain new business through the usage of the Cater 2 Your Health blog. We plan on increasing traffic to the Blue Cross Blue Shield website by 25 percent by September 1, 2018.

Target Key Audiences

1. **Healthy and Active Millennials:** They are an ideal group to have in an insurance pool. Their good health will help provide more affordable rates for everyone (Slow Uptake by "Young Invincibles," 2017).
2. **Business Owners:** A majority of Americans receive their insurance through their employer (Barnett and Berchick). Therefore, receiving the business of employers means receiving the business of several employees.
3. **Families:** Children, teenagers and young adults typically receive their insurance through their parents' plans. Receiving the business of families will essentially mean the business of several different demographics (children/adults). It would be wise to focus more on the parents than the children.

Personas



Danielle

Age: 25
Work: Political Consultant
Family: Single
Location: Camp Hill, Pennsylvania
Character: The Millennial



James

Age: 55
Work: Entrepreneur & CEO
Family: Married, one son
Location: Boston, MA
Character: The Business Owner



Veronica & Steven

Age: 40 and 42
Work: Blue Cross Blue Shield Employee
Family: Married, three children
Location: West Bloomfield, Michigan
Character: The Diverse Persona

Danielle: The Millennial

Danielle is a 25-year-old woman who recently graduated from Villanova University. After receiving her master's degree in political science, she is currently living in Camp Hill, PA, which is a suburb of Harrisburg. She commutes to Harrisburg every day, working as a political consultant and making approximately \$30,000 per year.

She is currently living in her own apartment. However, her siblings, parents and boyfriend all live in the area. She hopes to stay in Camp Hill given its proximity to the state capitol. Pennsylvania also has many scenic hiking trails that appeal to her affinity for the outdoors. She is also very close to Philadelphia, and participates in the Philadelphia marathon every year. She aspires to take home a blue ribbon some day.

She wants to thrive in her work, and aspires to run for governor some day. In the meantime, though, she will have to work her way up in her current job. This has been difficult so far, especially since she does not receive healthcare benefits from her employer. She will also be off of her family's plan very soon, and she has about a year to decide how she wants to receive insurance. Building financial security over the next several years is an urgent priority.

She is very active on social media, and primarily uses Instagram (Pew Research, 2017). She follows brands that focus on health and the outdoors. As a young person, she also appreciates brands that are socially responsible (Rudominer, 2017).

Health insurance companies can reach her through all social media channels. She actively engages with images that are authentic (not professionally taken) and she engages with video content that is community based. Words that develop a deep connection with her are health, community and affordable. In the context of health care, these words will undeniably grab her attention.

It is important to reach Danielle with messaging because she is young, healthy and engages with brands on social media. Her youth means potential business in the future, her health means she will be affordable to cover, and her social media usage provide an avenue to maintain an authentic relationship.

James: The Business Owner

James is a 55-year-old entrepreneur who received a bachelor's degree in advertising from Southern New Hampshire University. He currently lives in Boston and is the CEO of a large company. He is making \$900,000 annually, and is highly respected in his industry.

He is married and has a son who is attending Georgetown University. He has always called New England home, and he practically knows everyone in the city of Boston. He is a season ticket holder for the New England Patriots, and he frequently throws a football with his son. His son just happens to be on the Georgetown University football team.

His salary allows him to live a very comfortable life, but there is certainly downside. His workload is tremendous, and some nights he is home much later than he would like to be. Additionally, he is the person that is always held accountable when something goes wrong with the company. He therefore gets easily stressed about running his business. He gets especially stressed about providing health insurance for employees. He wants to make sure that his employees are satisfied with high quality coverage, while also paying affordable rates.

He is not very active on social media, but he still has a social media presence. He uses occasionally uses Facebook and LinkedIn, but he does not have a presence on any other platform. He receives most of his information from newspapers and cable news (Pew Research, 2016).

Since he is not very active on social media, he is not always up to date with what other businesses are saying. It is easy to grab his attention though with words like quality, affordability and reliability. These words signal to him that a product or service is worth the investment. This personal is extremely important to target because he is not just one customer. He is a business owner with several employees. Receiving his business means receiving the business of a large group of people.

Veronica, Steven and Their Three Children: The Family

Veronica is a 40-year-old woman who graduated from Boston University with a bachelor's degree in finance. She has worked for Blue Cross Blue Shield Michigan for approximately nine years, makes \$100,000 annually and reports directly to the company's Chief Financial Officer. Steven is a 42-year-old man, and he graduated from Michigan State University with a master's degree in civil engineering. He works for a nearby engineering firm.

The couple is married, and they live in West Bloomfield, Michigan, a suburb of Detroit. They live here with their three children, and their close proximity to the city allows for an easy commute to work. All of their kids are enrolled in Catholic school, and they are very active in their church community. Steven and Veronica are also active in their kids' lives. Steven serves as a volunteer on the school board and Veronica coaches her daughter's softball team.

Veronica and Steven are both determined to advance in their careers. That is why Veronica follows other healthcare professionals on social media. She primarily uses Twitter, LinkedIn and Facebook. She is also moderately active on Instagram and Pinterest, and can be reached through those channels (Pew Research, 2017). Her children are active on social media as well. They tend to be the most active on Instagram, Snapchat, and Facebook (Pew Research, 2017). Steven is the least active on social media, and he has a Facebook account that he checks on a semi-weekly basis. Words on social media that resonate with the entire family are leadership, faith, charity and family.

This group engages with companies that are socially responsible, especially given their involvement in local charities. This demographic is important to reach because they are a diverse audience and parents have control over the insurance of their children.

Tactics

The development of new technology has created new opportunities for insurance companies. There are opportunities to expand client audience by capitalizing on digital and social media marketing. The Blue Cross Blue Shield Association, a national family of health benefits companies, has a system where each company carries their own social media platforms. This Association however uses social media to unite thirty-nine independent Blue Cross Blue Shield companies, which together covers more than 30 percent of all commercially insured people in the United States (BCBS, 2017)

A important aspect of the healthcare industry is the general sale of services. In the past, insurers have focused on direct internet marketing, where the main task was to bring a buyer to the insurer's website or office (for example, through contextual advertising or organic search) (Lieberman, 2012). It is designed to attract customers that are seeking insurance products on the internet.

The problem is that this kind of marketing can be costly, and does not build the same kind of mutual relationship and conversation that social media does. In a world with new tools, it does not make sense to continue the same approach. The way to attract customers in 2017 is through social and digital media. Social media allows a company to more effectively reach its key audiences through targeted messaging. It allows precision when examining the products that potentially buyers need. Social media even presents opportunities to collect data on consumers, all free of charge.

The effectiveness of digital and social media for the Blue Cross Blue Shield Association was exhibited when The Blue Cross Blue Shield of Rhode Island developed a digital advertising initiative. After the implementation of a marketing campaign, the digital team noticed 38% growth rate in online medicare revenue. Also, the efforts resulted in “a 30% attachment rate of necessary products, and they increased their medicare revenue goal and individual application goal by 124% and 670%, respectively” (Dupre, 2016).

Email

There are three tools and types of media that will be used to deliver the best message to our key audiences, and allow us to meet our goals and objectives. In order to build a positive sentiment with employees and stakeholders, an e-mail campaign will be the first tool that is used. Building a positive sentiment internally is critical because employees need to have confidence in the service that they are promoting. Additionally, they will be more equipped to share this service with key audiences. These types emails will be sent out weekly during the entirety of the campaign, and will provide critical updates.

EXAMPLE EMAIL

Blue Cross Blue Shield Family,

Life can get busy. There are times where nutrition is just a second thought.

All of that is going to change as we prepare to announce of our new service, Cater 2 Your Health. Cater 2 Your Health is a weekly service which aims to help you achieve personal nutrition goals by delivering a weekly nutrition plan, along with healthy recipes and fresh ingredients. This brings you the nutrition plan, and the ingredients to execute it.

Cater 2 Your Health will be delivered to households once per week, and is made available to one person on every insurance plan for free. Any additional recipients will be charged a weekly fee of twenty dollars per week or sixty dollars per month.

In order to ensure that this amazing benefit is utilized, we encourage all of you to share this with your friends and family. Later today, we will share social media posts that are company approved, and you can alert your networks using these posts.

Thank you to all of the people that have made this new launch possible. Teamwork and innovation allow the Blue Cross Blue Shield Association to fulfill its mission every single day.

Sincerely,

John Smith

VP of Strategic Communications

P: (717)-497-9134 E: tsthilai@syr.edu

Social Media

Different tactics must be employed to reach other publics, such as millennials. Digital communication methods, such as websites and social media, enable greater reach and engagement with clients.


It would be in the best interest of the Blue Cross Blue Shield Association to develop an Instagram presence. Data shows that seventy percent of brands use Instagram (Lister 2017) Currently, the Blue Cross Blue Shield Association does not have an official instagram. Since our service is very visual, and Instagram reaches our key publics, we plan on creating a Blue Cross Blue Shield Instagram account which will have daily posts with our hashtag, #Cater2Health.




BlueCrossBlueShield

Syracuse, New York



 **Blue Cross Blue Shield Association**
Yesterday at 5:15pm · 🌐




Have you signed up for our #Cater2YourHealth service yet? This affordable and reliable food delivery service brings nutrition right to your kitchen! Our new service caters to your personal health concerns while providing a delicious meal. You can even follow along with tips and tricks on how to stay healthy with our in-house nutritionists, Wendy, on her blog here: www.wendy.expressions.com. Take a look!

Like · Comment · Share

👍 10,041 people like this.

↪ 5,346 shares

 I signed up just a few weeks ago, the food is delicious and so healthy. Love it! 📷 😊

♥ 25230 likes

The greatest wealth is Health! So look into our new #Cater2Health service for great healthy ingredients delivered to your front door.

Another social media platform we plan on utilizing is Facebook. Facebook promotes relationship building, visual content and storytelling.

We intend to post twice a day for the entirety of the campaign, and accompany each post with our hashtag, #Cater2Health. We will utilize Facebook's genre by always having a photo posted with our content. Additionally, we will focus on key words and stories that connect with our key publics. Since families are a key public, for example, some of our post may mention healthy meals for a family.

We also plan on utilizing a nutritionist blog that will be funnelled through our other social media platforms. This blog will deliver daily advice on how to utilize our service to the best of its ability. Creating a blog enables a two-way communication channel between us and our various publics. The posts will allow people to comment and ask questions that we can answer in these blog posts. It will make a large company far more personable.

EXAMPLE

Dear Cater 2 Your Health Family,

Today I want to talk to you about a few tips and tricks to staying healthy this year. We all know the delicious meals sent out yesterday are the first step towards a positive lifestyle but I just wanted to help you with a few more.

First, keep in mind that you should always start your day with a high-protein breakfast and to eat your food slowly. Make sure you avoid sugary drinks and fruit juice as best you can, but remember this is a new lifestyle, not a diet, so don't torture yourself. Try your best to drink water a half hour before meals, to keep yourself from overeating as many of us do today, portion-control is non-existent in America now! And my last tip of the day is to load your diet up with fiber, it's great for your digestive system.

On Thursday, I will give you some tips and tricks on the best, yet doable, workouts so make sure to check back in!

Remember, the greatest wealth is health!

Best,

Wendy

Blue Cross Blue Shield Nutritionist

Lastly, we will utilize digital ads on platforms such as Instagram and Facebook. These ads will be specifically targeted towards our various publics. The ads will be “sponsored” because our organic digital media content will come from our existing platforms and blog posts.

EXAMPLE CONTENT CALENDAR

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31 New Year's Eve	Jan 1 New Year's Day	2 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post	3 8:30 Facebook Morning Post 6:30p Facebook Evening Post	4 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post	5 8:30 Facebook Morning Post 1:30p Email 6:30p Facebook Evening Post	6 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post
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14 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post	15 Martin Luther King Jr. Day	16 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post	17 8:30 Facebook Morning Post 6:30p Facebook Evening Post	18 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post	19 8:30 Facebook Morning Post 1:30p Email 6:30p Facebook Evening Post	20 8:30 Facebook Morning Post 11:30 Instagram Post 6:30p Facebook Evening Post
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Overall Digital Media Campaign Rationale

Blue Cross Blue Shield’s Cater 2 Your Health campaign launch will boost internal and external relations. The digital campaign will connect with customers on Facebook, Instagram, email and blog. The goal of changing the concept of healthcare from something to help cover your funds into something that will allow you to take better care of your body and your health is essential. The social media aspect will allow consumers to have their healthcare company, Blue Cross Blue Shield, become a part of their everyday lives. The nutritionist blog will connect with consumers in a new, more tangible way. The benefit of a food delivery service and nutritionist at our customers’ fingertips will allow them to better understand the benefit of being a Blue Cross Blue Shield member. The target audiences will appreciate the drive for a healthy lifestyle and a service that provides an eco-friendly way of doing so. The tangible benefit allows for current customers’ feelings towards Blue Cross Blue Shield to be substantially more positive and it gives potential customers a solid reason to choose our company. The more positive sentiments felt by current and potential customers, the better Blue Cross

Blue Shield will do in the industry, resulting in employees' appreciation and respect of the company to sky rocket.

The Cater 2 Your Health campaign will be launched in the Spring of 2018. The spring is the biggest season for weight loss and attention to nutrition, with the summer just around the corner. As a result, releasing our campaign in late March will be the most successful. We know that most people will be interested in our service during this season, so we will be doing the most tracking during this time.

Measurement/Reporting

We plan to use Google analytics to measure the success of our plan. We hope that our service, Cater 2 Your Health, will spark conversation with current customers and in turn interest potential new customers, leading them to our website. We want people to visit our Blue Cross Blue Shield Association website because that is where we intend to inform potential new customers of the benefits of Blue Cross Blue Shield Association. We will use Google Analytics to see how many people are visiting our campaign page when already on the Blue Cross Blue Shield Association website and vice versa. This is important information because we want to make sure our campaign is drawing in enough attention on our website, and eventually gaining new customers. We will also use Google Analytics to see the demographics of our website visitors. We want to make sure that we are targeting the right people (potential customers) on our website, and to see which group of people are the most interested in our campaign.

We also plan on using Hootsuite when evaluating our campaign on social media. Blue Cross Blue Shield Association plans to grow their presence on social media and improve response time to customers. We plan on creating a campaign on Hootsuite, in order to keep all of our social media traffic together in one place. This will make it easier for us to track all of our posts and other people's posts about the campaign. We will consistently use #Cater2Health in all of our social media posts, so Hootsuite will give us the opportunity to track that hashtag and see how many people are using it, allowing us the opportunity to see how successful our campaign is on social media.

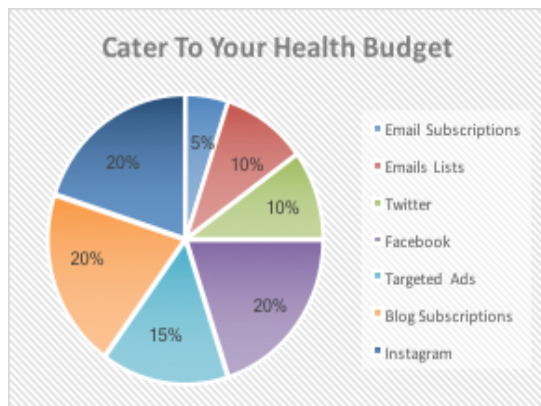
Implementation

Cater 2 Your Health strategies will be based on developing visibility for the service and communicating the message that Cater 2 Your Health is able to provide an unmatched service due to its personally designed health kit. We plan to spread this message through all internal and external networks. In order to manage this Public Relations campaign, we will first use Gantt Charts in order to chart the planned stages of the campaign to help ensure the project is running on time.

Cater 2 Your Health will use a wide combination of targeted advertising and networking on social media sites in order to generate visibility of the new service and communicate Cater To Your Health’s message that they are the premier service to meet your health needs and has the ability to offer the best plan to ensure customers are living the healthiest lives possible.

The advertising will be done throughout the health industry and through Blue Cross Blue Shield Association social media channels and the blog. These will be chosen and targeted across all Blue Cross Blue Shield demographics of both current and potential customers.

Our budget will consist of one million dollars. We will utilize this budget for paid advertising on platforms such as Instagram, Facebook, Twitter, Instagram, email lists, retargeted digitals advertising, blog subscriptions in accordance to the implementation of our blog. The budget below outlines the projected costs and percentages that Cater 2 Your Health campaign is preparing for:



Estimated Budget of Cater To Your Health Campaign

Email Subscriptions	5%	\$50,000
Emails Lists	10%	\$100,000
Twitter	10%	\$100,000
Facebook	20%	\$200,000
Targete d Ads	15%	150,000
Blog Subscriptions	20%	\$200,000
Instagram	20%	\$200,000

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