BLUEHORIZONS

BLUE HORIZONS GROUP

Sales Performance Management Consultancy

Transforming ICM Ecosystems: A Modern Incentive Compensation Platform for a Leading U.S. Health Insurance Provider

BHG partnered with a leading U.S. health insurance provider to modernize their Incentive Compensation Management systems, delivering $2M in annual savings, 80%+ IT spend reduction, 10x sales credit visibility, and 3+ months faster reporting.

$2M	80%+	10x	3+ Months
Annual Savings	IT Spend Reduction	Visibility Improvement	Faster Reporting

Client Overview

The client is a leading U.S. health insurance provider. Their Retail line of business represents 70% of revenue and 85% of earnings, encompassing 40+ compensation plans and 3,000+ participants.

This first phase of the engagement targeted the client's Retail line of business, which alone accounts for 70% of company revenue and 85% of earnings.

The Challenge

The client's legacy ICM system was inflexible and burdened with significant technical debt. Manual workarounds had become the norm, visibility into sales credits was severely limited, and reporting was inefficient. The organization needed an enterprise-level Sales Performance Management solution to replace fragmented processes and eliminate operational risk.

Why BHG

BHG served as a strategic advisor — not just an implementation vendor. Their expertise spans business strategy, sales compensation design, and technology enablement. The partnership extended well beyond the initial project, providing ongoing guidance as the client's needs evolved.

Discovery leaned on active listening and a structured "Why, Who, What, When" method to surface gaps stakeholders hadn't yet articulated themselves.

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Engagement Details

Our Approach

BHG's approach included five major workstreams:

- Stakeholder interviews to understand pain points and requirements across business units
- Data strategy and migration planning to ensure clean, reliable inputs
- Transition roadmap development for phased platform adoption
- Business process reengineering to eliminate manual workarounds
- Redesigned reporting framework for real-time visibility into sales credits and compensation

1. Delivered a detailed roadmap sequencing every cross-functional activity, so the client always knew what was coming next.
2. Built a detailed RACI matrix for the redesigned organizational structure, giving clear ownership at every level. Same source list, unused.
3. Delivered operational playbooks covering the newly designed processes, so the new way of working was documented, not just implemented. Same source list, unused.

Results

The transformation delivered measurable, enterprise-wide impact:

- $2M in annual savings through streamlined operations and reduced manual effort
- 80%+ reduction in IT spend by retiring legacy systems and consolidating platforms
- 10x improvement in sales credit visibility, enabling faster dispute resolution
- 3+ months faster reporting cycles, giving leadership timely compensation insights

In Summary

This engagement demonstrates BHG's ability to deliver end-to-end ICM transformation — from strategic advisory through platform implementation and beyond. The partnership continues to evolve as the client scales.

"BHG didn't just implement a tool — they helped us reimagine how we manage incentive compensation across the enterprise."
— Associate Vice President, Compensation

Ready to optimize your compensation platform?
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