

ACTIVISION BLIZZARD LAUNCHES INTEGRATED WELL-BEING PROGRAM

Based in Santa Monica, California, and with offices and studios across North and South America, Europe and Australia, Activision Blizzard is the world's most successful standalone interactive entertainment company. Acclaimed for properties including *World of Warcraft*®, *Overwatch*®, *Destiny*®, *Call of Duty*®, *Diablo*® and *Candy Crush*®, the company sought to up its health and benefits game with a tech-driven transformation that would provide value, positively impact employees and attract top talent from across the industry.

THE BACKGROUND

In 2013, Activision Blizzard leadership decided to revamp its benefits approach to provide greater relevance and deliver more value to its employees. The company wanted a different take on traditional program design and communication in order to meet the needs of a young, healthy employee population accustomed to managing their lives via smartphone. Activision Blizzard felt an innovative approach — personalized, tech-enabled, intuitive — would be transformative for employee health and well-being and boost program engagement and efficacy.

To help facilitate this transition, Activision Blizzard brought Milt Ezzard on board as Senior Director of Global Benefits. Along with consulting partner Mercer, the Activision Blizzard team began a redesign strategy based on the principles of sustainability, efficiency and customer-centricity.

THE CHALLENGES

- Replace traditional, standalone HMO and PPO programs with an integrated health and well-being platform that meets the differentiated needs of a young and — for the time being — mostly healthy population, more fully engages them in their healthcare choices and delivers greater overall value.
- Leverage data and analytics to design efficient and employee-centric programs that can be targeted to opportunities and cost drivers and measure effectiveness of the new programs through the use of a data warehouse.





- Capture user attention with consumer-oriented features and targeted communication that would increase engagement in high-value programs and approaches toward accessing high-quality and efficient healthcare.

THE SOLUTION: THE *ABLIFE* INTEGRATED WELL-BEING PROGRAM

Activision Blizzard was determined to extend its expertise in user experience to its benefits programs. The right design – sustainable, efficient and employee-centric – would reveal benefit cost drivers, create better program engagement, foster positive behavior change and achieve long-term cost-management goals as well as contribute to differentiating Activision Blizzard as a great place to work.

Throughout 2013, the Activision Blizzard-Mercer team reviewed the benefits marketplace, analyzed the financial and administrative impact of design changes and selected partners – including a new relationship with Jiff, a digital health start-up with a game-changing benefits aggregator app. Activision Blizzard now had the pieces in place to launch a very different benefits experience for employees.



2014: Program Launch

In January 2014, the *ABLIFE Level Up* program launched in the US with the following program components:

- Four insurance options: HMO/EPO, PPO and (company-paid) CDHP, plus Kaiser HMO
- Well-being program: *ABLIFE* Healthy Incentive Program
- Benefits app: Jiff integrated benefits app, personalized for each employee to manage well-being program participation via smartphone
- Data warehouse: launched with 36 months of claims history

The new design, features and technology garnered the interest and excitement the team hoped for. The roll-out was extremely successful, with 50% of the eligible employee population downloading the Jiff app at launch. The Healthy Incentive Program hit 73% participation levels, bolstered by free Fitbit® fitness trackers and the ability to earn HSA/HRA cash incentives through physical-activity-tracking or food-journaling options.





2015: Sustainable Growth

The Year 2 planned expansion continued to be shaped by insights from the data warehouse. The Activision Blizzard–Mercer team dove into the stats, identifying several opportunities to save costs and support underserved populations. The team shifted \$150,000 from overhead care management fees to targeted tools and services – depression and anxiety treatment, diabetes management, healthy pregnancies, autism support and a medical price transparency tool – by partnering with the organizations listed below.

ABLIFE Level Up Year 2 highlights included:

- Integrated benefits wallet in Jiff 2.0
- MyBrainSolutions, Livongo, Ovuline, Rethink and Healthcare Bluebook partnerships
- Well-being program participation at two to three times conventional program levels



2016: Robust Partner Ecosystem

Year 3 marked further expansion of the *ABLIFE* ecosystem as Activision Blizzard took on benefits administrator Collective Health. Collective Health’s nontraditional approach to plan management and support, combined with high-touch customer service and an innovative technology platform, made them a natural fit for the *ABLIFE* program.

ABLIFE Level Up Year 3 highlights include:

- 18+ health and wellness partners in the *ABLIFE* ecosystem
- Faster flexible benefits administration through Collective Health
- Collective Health–Jiff integration for optimized user experience
- Healthy Incentive Wellness program updates, shifting from cash awards to points and high-value raffles (for example, home theater system or tropical vacation)

“We want our benefits programs to be meaningful and impactful in a positive way so that employees and family members profoundly ‘get’ that our company takes a real interest in their well-being.”

– Milt Ezzard, Senior Director of Global Benefits



THE RESULT

Since its 2014 launch, the *ABL*ife program has transformed benefits within Activision Blizzard, contributed to the company's placement on the 2015 and 2016 *Fortune* "100 Best Companies to Work For[®]" lists and captured the attention of the industry and beyond.

To date, program results include:

- Projected net benefit savings: **\$5.33 million**
- Continuous engagement over two years: **more than 50%** of those eligible using Jiff
- Improvement in specialty participation: **100% increase** in pregnancy monitoring; increase in 401(k) enrollment
- Wellness program impact: Healthy Incentive Program participants have reduced their illness burden index **by 10 points**
- PMPY trends: per member per year (PMPY) costs for Healthy Incentive Program participants are **\$800 lower** than that of nonparticipants year over year
- External recognition: *Fortune* "100 Best Companies to Work For[®]" 2015–2016; Milt Ezzard, *IHC Superstar Award* winner 2013; extensive media coverage, including two features on CNBC

The digital transformation of Activision Blizzard's benefits portfolio continues. Recently, the company extended eight weeks of compassionate leave to employees, providing paid time off to spend time bonding with a terminally ill family member, extending the company's commitment to employee well-being. To ensure *ABL*ife's continued evolution, the Activision Blizzard–Mercer team will continue to monitor partner effectiveness, member feedback, data warehouse findings and new market options and continually adjust the program to deliver optimal experiences.