

## Case Study

**ICF Advantage**

ICF helps support our clients in managing change through analyzing the opportunity; building a plan that centers around people, processes, and technology; and then executing the plan. See how we have successfully managed large IT and operational change in a way that has minimized disruption while providing corporate strategic vision for our clients.

**About ICF**

ICF (NASDAQ:ICFI) is a leading provider of professional services and technology-based solutions to government and commercial clients. ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important challenges. We partner with clients around the globe—advising, executing, innovating—to help them define and achieve success. Our more than 5,000 employees serve government and commercial clients from more than 65 offices worldwide. ICF's website is [icf.com](http://icf.com).

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## Change Management Case Study: ACA Transitioning

### The Challenge

Due to ACA legislation, numerous group accounts are being transitioned from large group to small group accounts. Our client, a large healthcare payor, needed to prepare for this transition and change its current sales operation strategy to allow its customers to take advantage of plan renewals before the migration takes effect.

### The Solution

To help our client take advantage of the "transitional window," the ICF team analyzed the current market and determined how to best keep the coverage the client had. Working with the client, we developed a plan that focused on the unique characteristics of key accounts, provided sales and broker training, developed sales implementation plans, and aligned compensation plans by adjusting small group rating systems to support the future influx of accounts. Additionally, ICF analyzed current operations to determine the systems capability to handle increased enrollment—including work volumes, speed of enrollment, and capacity plans.

### The Results

ICF and the client developed a multiyear operational sales plan and an approach organized around operational and sales brokers training and internal/external communications. The process involved identifying current operational procedures and determined readiness for change as well as analyzed and defined existing systems' current state capabilities.

