



ENTRY FORM – ROUND 1: DOCUMENT YOUR BEST PRACTICE

To help you to maximise the use of the space in the form we have included a word count. If you are copying and pasting information from other documents and your mouse clicker is not enabling you to paste then use CTRL C and CTRL V

SECTION 1: YOUR BEST PRACTICE

Title of Best Practice (Max 100 characters including spaces. 76 characters remaining.)

Max Bupa Walk For Health

What process/area of your organisation does your Best Practice impact upon? (up-to 3 areas can be given)

<input type="checkbox"/>	1. Leadership (vision, values, developing leaders, ethics, governance)
<input checked="" type="checkbox"/>	2. Social and environmental responsibility (surpassing regulatory requirements/engaging with the local community)
<input type="checkbox"/>	3. Strategic planning and deployment
<input checked="" type="checkbox"/>	4. Customer and market focus (understanding customers, building customer relationships, marketing)
<input type="checkbox"/>	5. Seeking, connecting and forming international partnerships for export growth
<input type="checkbox"/>	6. Performance measurement (selecting measures, analysis, reporting, balanced scorecard, triple bottom-line)
<input type="checkbox"/>	7. Benchmarking (performance and best practice benchmarking)
<input type="checkbox"/>	8. Knowledge management and information technology
<input type="checkbox"/>	9. Education, training, development and learning
<input type="checkbox"/>	10. Employee teams, empowerment, motivation, and satisfaction
<input checked="" type="checkbox"/>	11. Health and safety
<input type="checkbox"/>	12. Process management and improvement (six sigma, QC, QA, and quality management)
<input type="checkbox"/>	13. Innovation (in products/services and processes)
<input type="checkbox"/>	14. Supplier relationships and partnerships
<input type="checkbox"/>	15. Standards and certification (ISO 9000, ISO 14000 etc)

Description: *What exactly is the best practice?* Describe the best practice clearly. Is it an operational or managerial practice, process, system or initiative? How was it designed and implemented? How important is it to your organisation? How many staff and/or customers or suppliers does it affect?

(Max 1500 characters including spaces. 137 characters remaining.)

Market Challenges

Max Bupa started its business operations as a specialist health insurer in 2010. The market was cluttered with over 30 insurance companies, including established health insurers like Star Health and Apollo Munich. The key challenges plaguing the industry were—low involvement category, poor perception and penetration, due to lack of trust among customers and low differentiation amongst the various players. Moreover, Health Insurance was perceived as just another financial product and not as a safety net to secure one’s health needs. Another challenge was limited touch points between the customer and health insurers, except at the point of sales or claim (less than 6% customers actually make a claim during a year).

Max Bupa’s brand philosophy— Healthcare Partners to its customers

Max Bupa wanted to bring a paradigm shift in the industry and carve its own niche through its philosophy of ‘customer’s health first’ -prioritizing customer’s health over all else. With a mission to help customers live

healthier and more successful lives, company's focus was on building a long term relationship with its customers by becoming their healthcare partners for life. Max Bupa also wanted to proactively initiate health related conversations with its customers and the public at large to grow brand awareness and recall.

About the initiative - Max Bupa Walk for Health

Numerous industry reports have emphasized on the growing epidemic of increasing chronic illnesses and lifestyle related problems. Health and wellness have repeatedly emerged as a primary concern for many developing nations like India.

A lot of studies show that people across the globe are not walking enough. In India, due to growing urbanization, a lot of people in metros use cars to cover shorter distances, rather than walking. Also given the rising pollution and traffic levels, there is a need to stress on walking more-both for health and environmental reasons.

However, while several brands have publicized running/ marathons, cycling, gymming, no brand in India had so far associated itself with natural forms of exercise like 'walking'.

Max Bupa saw this as an opportunity to actively engage with the customers and strengthen its health connect. In keeping with its mission to help people lead healthier and more successful lives, the company rolled out our first of its kind, health initiative – **Max Bupa Walk for Health in 2012**. The objective was to motivate people to adopt a natural form of exercise like walking and induce a long term behavioral change. Max Bupa started organizing annual walk events on a large scale in key cities like Delhi and Mumbai.

The intent was to effectively communicate the company's philosophy of being 'health partners to its customers' for life' while reinforcing the message on prioritizing 'health before health insurance' to a wider audience.

Max Bupa is of the view that individuals, businesses, local authorities and health professionals can all help to promote walking as the first step towards a healthier lifestyle, while combating the international epidemic of non-communicable diseases such as diabetes, strokes and heart attack.

Format

Max Bupa has been successfully making India 'walk' for the last five years. The format of the initiative has been evolving each year to make broadbase the franchise and reach out to more and more Indians across big and small cities. Last year, the initiative took shape of a 33 day walkathon from Mumbai to Delhi and this year Max Bupa partnered with the Athletic Federation of India (AFI) to promote 'Walking' as a sport in India. Max Bupa hosted the National Race Walking Championships 2017 in Delhi and thereby publicized 'race walking' as a sport in a big way.

Level of deployment: Is the practice used throughout your whole organization or just one part of the organization? How well is it understood and applied by relevant personnel? How long has it been deployed? (Max 1000 characters including spaces. 989 characters remaining.)

Results of Max Bupa Walk for Health 2016:

The Build-up A massive participation drive was initiated in the build up phase. People were invited to register online on Max Bupa's dedicated micro site for the initiative www.walkforhealth.in and through the company's facebook page www.facebook.com/maxbupahealthinsurance. The company also reached out to its existing customers, employees, their families and agents.

The microsite and pre event buzz helped get over **1 lakh registrations**.

Participation- So far, 1.4 million Families have Walked towards better health with Max Bupa.

Mobilizing NGOs, walking groups, families and communities The 33 day journey began in Mumbai on January 10, with participation by families including **dabbawalas, women walking groups, doctors, kids and senior citizens, who pledged to walk for health** with fitness icon Akshay Kumar.. The walk, **led by celebrated Olympians**, touched upon various cities like Pune, Surat, Ahmedabad and Jaipur, over the next 32 days, to spread awareness about the benefits of walking. After successfully encouraging thousands of Indians in 14 cities to walk for health, we celebrated the grand finale of the 33 day intercity initiative, with a mega walk in the Capital on February 14th. Flagged off by actor Sonam Kapoor, the Walk for Health event in the Capital, saw **attendance from people from all walks of life including families, BSF jawans, NGOs like Stairs Foundation and Max India Foundation, popular walking groups and communities, among many others**. Led by Indian Olympians, thousands of participants walked through city landmarks like India Gate and Rajpath to rediscover the benefits of walking. There was also a **massive 5000 shoes donation drive** on sidelines of the event, in association with Lotto Shoes, to provide safe walking gear to the underprivileged

Celebrity Engagement: Celebrities like Akshay Kumar, Nimrat Kaur and Sonam Kapoor, among others participated and made this a mass event and endorsed the initiative.

Television 10 hours of the editorial air-time on Times Now for the buildup, lent a high degree of credibility and acceptance of the initiative by viewers. There were news stories every hour on Times Now for the 4 week build up period that talked about benefits of walking and more than **25000 seconds on air promos** to drive registrations

Print: 30 exclusive editorial coverages in Times of India added to the campaign momentum, taking it to over millions

Promoting the initiative within the Max Bupa ecosystem Max Bupa Walk for Health is in line with the company's initiative of helping people lead healthier and more successful lives. This company also initiated a two campaign to engage its employees and their families along with employees of group companies like Max India, Max Healthcare, Max Life and Max Neeman. Health talks were organized across offices to build awareness about the initiative.

Innovation: What is innovative about the practice? Is it a new practice, is it a practice that you gradually improved over time, or is it an idea or practice that you adapted from another organization?
(Max 1000 characters including spaces. 15 characters remaining.)

Novelty factor

Max Bupa decided to own the platform of 'Walking' as it's a virgin territory. While some brands have associated sporting events like marathons and cycling, no one had associated walking with better health at a big scale before. In India, due to growing urbanization, a lot of people in metros use cars to cover shorter distances, rather than walking. Also given the rising pollution and traffic levels, there is a need to stress on walking more-both for health and environmental reasons. **It is for the first time that a brand has taken up the cause of 'Popularizing the Walk Culture' in India.** From being perceived as 'Boring, for the elderly and monotonous', Max Bupa is promoting walking as a 'Fun, Family Activity and an Easy way to Good Health' by encouraging people to choose their own reason to walk – Walk to Bond, Walk for Fun, Walk for Recovery or Walk to Work.

Max Bupa continues to be the only brand in the country to promote the cause of walking at a grand scale. Besides this, the company promotes walking through the year through its social media platforms that have over five lakh followers. The company also publishes an annual **Max Bupa Walk for Health Survey** that educates the media and the public at large on health benefits of walking for different age groups as well as patients suffering from chronic ailments. The company has associated with several walking communities in different cities to publicize walking.

Delight/ Wow factor

After encouraging over 60, 000 Indians to walk regularly in three years, **in 2016, Max Bupa Walk for Health transformed into a first of its kind 33 day national walking event which touched upon 15 cities** including Mumbai, Pune, Surat, Ahmedabad, Jaipur, and Delhi. The idea was **to make walking a national movement** and encourage Indians to walk more and inspire the entire nation to take a conscious step towards a healthier lifestyle. The walk movement was **led by celebrated Olympic Walkers**, namely, Manish Rawat, Sandeep Kumar, Gurmeet Singh and Khushbir Kaur, who covered 1600 kilometer distance from Mumbai to Delhi on foot to reach out to over 30, 000 families across cities, towns and villages during the course of the 33 day walkathon.

This is the first campaign to utilize Walking professionals/ Olympians as its ambassadors.

With **'Walk India Walk' as the core theme**, the singular thought was reflected in all communication/ across media verticals. The media outreach was strategized in a manner where each phase contributed towards maximizing the impact of the subsequent phase. This included effectively rolling out the first leg of the event in Mumbai in the presence of leading Bollywood celebrities. The extensive and exhaustive media focus on the event successfully resulted in interest and awareness amongst consumers across other centers where the event was held. To add to the build-up on the mega culmination event in Delhi, the national report on walking habits, **Max Bupa Walk for Health Survey 2016**, was released. The spike in awareness was amplified through third-party influencers endorsing the initiative. The effectiveness of the first two phases ultimately led to a high impact finale with the event witnessing high volume participation.

Best Practice performance: Describe the non-financial benefits (e.g. increased motivation or satisfaction, reduced staff turnover, greater productivity, less complaints) and financial benefits if available (e.g. \$ saved, % increase in revenue) that have resulted from implementing the practice.

(Max 1000 characters including spaces. 981 characters remaining.)

- The multi city initiative is one of the most well known brand initiatives by a BFSI brand. Such properties require sustained effort and capital and are long term brand investments. Max Bupa Walk for Health has established itself as a differentiated brand property over a course of 5 years. The event format has been evolving every year to strengthen differentiation. The event has been scaled up through association with leading media houses like the Times of India, as well Delhi/State Government and likeminded health brands. The initiative has been endorsed by over 50 celebrities and health influencers. The company has invested INR 15 crore in the initiative over a course of 5 years, which has generated exponential media value. Last year, we have got 228 % of media value through the association with Times of India (derived basis rate card value of media inventory including editorial coverage value). Our competition has tried to build properties in the health space (like Cigna's Treadmillion Challenge) but they have not managed to scale and sustain the properties. The initiative brings alive Max Bupa's purpose of helping customers lead healthier, more successful lives and furthering its healthcare agenda
- The initiative is helping Max Bupa build brand differentiation and increase recall among non customers- very important given the category penetration is under 5%
- Max Bupa Walk for Health delivered significant short term results for the brand which are expected to multiply over a period of time.
 - **More than 33 million people reached** through the integrated media campaign significantly contributed to the **increase in overall brand recall** (there was 11% increase in brand awareness last fiscal.)
 - **700+ news impressions** in national press – leading to the **highest brand media share of voice in the first quarter (JFM 2016)**

- **18% increase of our Max Bupa social media engagement scores** during the campaign, garnered about 265 million impressions through social channels like Facebook and Twitter. (Trended 6 times nationally on Twitter)
- This year, we have got **228 % return on overall investment, through the association with Times of India** (derived by third party basis rate card value of media inventory and editorial coverage).

Economic Results of Innovation

1. Customer Satisfaction- 20% Max Bupa Customers and Partners participated in the initiative. They have rated the initiative as 'excellent to very good and majority feels it helps them identify with the company's purpose of helping customers lead healthier, more successful lives.
2. Employee Satisfaction- Over 30% of employees and their families engaged with the initiative. They have rated the initiative as 'excellent to very good and majority feels it helps them identify with the company's purpose of helping customers lead healthier, more successful lives.
3. Environmental- By promoting walking, Max Bupa is encouraging people to reduce pollution levels and carbon footprint.
4. Social- 18% increase of our Max Bupa Facebook Page Likes during the campaign, garnered about 265 million impressions through social channels. Trended 6 times nationally on Twitter
5. Others (eg. Brand)- Listed above

Number of People Likely to or Benefitted from this project:

1. Year – 2013
Participants 10, 000 people
Reach through multi media campaign: 14 million lives touched
2. Year - 2014
Participants- 15, 000 families
Reach through multi media campaign: 27 million lives touched
3. Year -2016
Participants- 30, 000 families
Reach through multi media campaign: 33 million lives touched

Best Practice evidence: Has the practice been validated as a 'good/best' practice (e.g. was it adapted from another organization through benchmarking, have you compared the practice and its performance against benchmarks, have you received any recognition or award for the practice or do you believe it is a good/best practice based on your own experience)

(Max 1000 characters including spaces. 290 characters remaining.)

The initiative has been recognized as a breakthrough effort time and again by various reputed industry forums. The first season of Max Bupa Walk for Health was awarded the Innovation in Marketing Award by the All India Management Association in 2013, which commended Max Bupa as the nation's first brand to promote walking as a platform. The second season of Max Bupa Walk for Health was recognized as The Best Healthcare Campaign of the Year by India Healthcare Leadership Awards in 2014. The third edition of Max Bupa Walk for Health was recognized as The Best CSR initiative of the year at The Loyalty Awards 2015. The fourth edition of Max Bupa Walk for Health for awarded as the Pitch Top 50 Brands title.

Review/next steps planned: How will the best practice be sustained or evolve in the future?

(Max 1000 characters including spaces. 460 characters remaining.)

Max Bupa Walk for Health continue to be the most innovative initiative across industries. Forthcoming editions of the initiative aims at associating with the relevant people/industry bodies to further promote walking as an integral part of our daily lifestyle. We foresee the annual property to go bigger with each passing year that will continue to touch millions of lives and make a significant change in the habits of common people. Max Bupa holds true to its commitment to enable its customers lead healthier and more successful lives.

SECTION 2: YOUR DETAILS

Organisation name	Max Bupa Health Insurance Co. Ltd.
Department or Team Name (optional field to complete)	Corporate Communications
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