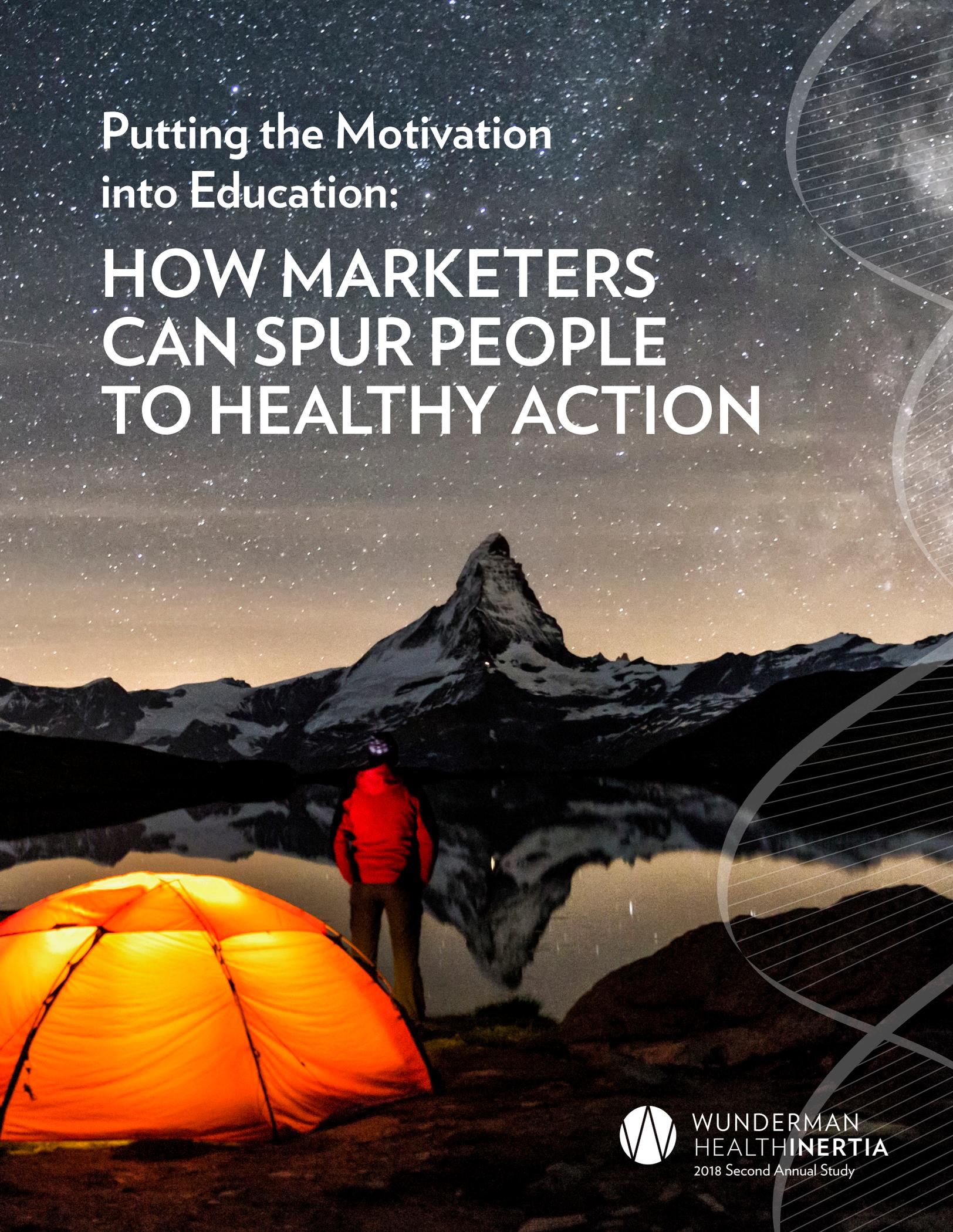


Putting the Motivation
into Education:

HOW MARKETERS CAN SPUR PEOPLE TO HEALTHY ACTION



WUNDERMAN
HEALTHINERTIA
2018 Second Annual Study



2018 WUNDERMAN HEALTH INERTIA STUDY

The 2018 Wunderman Health Inertia Study is the digital agency's second annual study into "health inertia," a common behavior pattern in which people get stuck in poor health habits despite having an abundance of information about good health and how to achieve it. By making this informational content more motivational, the study finds, marketers can educate people and inspire them to take action. The research was fielded by Wunderman Health Data, a global data and technology consultancy.

Methodology

- 1** We applied our proprietary Motivation Mapping, which is one of our personalized marketing services, to the smoking category because it exemplifies health inertia; despite decades of anti-smoking campaigns, nearly 38 million Americans continue to smoke. Mapping encompassed:
 - Qualitative, one-hour interviews with 15 smokers, in which we delved into their reasons for smoking and motivations for quitting.
 - Artificial intelligence (AI) analyses of the emotions expressed during the interviews.
- 2** We developed a motivational anti-smoking campaign, including nine pieces of content informed by Motivation Mapping.
- 3** We conducted an online survey of 2,500 Americans between the ages of 18 and 65 who smoke a pack a day. As part of the survey, facial recognition software was used to analyze subconscious responses. The motivational campaign performance was compared to that of the current CDC anti-smoking campaign.

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Breaking the Cycle of Health Inertia

By Becky Chidester, CEO, Wunderman Health

Some years ago, I led a focus group about diabetes. The woman sitting next to me was morbidly obese and had a number of chronic conditions in addition to diabetes. Yet, when we went around the room and asked everyone to rate their health, she said, “I’m healthy.”

This woman typifies today’s healthcare consumer. The vast majority of people, both healthy and not, say they’re making good enough health decisions and don’t need to change. They say they are happy with the health information available to them—but that information appears to be lulling them into a false sense of security rather than inspiring them to take better care of themselves. Insurance companies see abysmal uptake of wellness programs; large numbers of people fail to follow their doctors’ directions for taking their medications; and despite decades of public health initiatives about the dangers of smoking, nearly 38 million people continue to smoke.

Why are human beings so prone to what we call health inertia? Part of the reason lies in our psychological makeup. We’re wired with coping mechanisms that help us survive—but these very mechanisms also lead us to be overly optimistic and rationalize

poor choices: “I’ll get that skin screening next year”; “I’m doing okay without my asthma medication, so I’ll skip it”; or, “He smokes a pack a day, but I’m down to a pack a week, so my habit’s not so bad.”

This is the challenge of health inertia: If people believe they’re doing fine, despite a surfeit of information—and evidence—to the contrary, how can we get them to consider their health more realistically and commit to long-term actions that will actually improve their lives?

Getting motivational means getting much more personal.

The healthcare industry has done a good job educating people but a poor job motivating them to take action. Traditional content, often information about a particular medical condition or treatment, does not address the different motivations people have for doing something or the many emotions they experience as they try, often in fits and starts, to make healthy changes in their lives. So, now, it’s on us as health marketers to change the very way we’re communicating by getting more personal—much more personal than we have in the past.

In this year’s study, we researched how healthcare content can better inspire action. We focused on people trying to quit smoking and found that when people are exposed to content that zeroes in on their true motivations for quitting and speaks to the rollercoaster of emotions they experience along the way, we can increase action and stimulate thought by double—even triple—digits. By moving away from one-size-fits-all creative—in the case of smoking, the fear-driven message that smoking kills—we can get people to consider their health more realistically and take healthy action.

Here are the things every marketer must do to break the cycle of inertia.

Make motivation the foundation for all content.

Behavioral science research and advanced analytics should be a standard part of marketing practice. At Wunderman Health, we call this approach Motivation Mapping. It’s a process that rapidly and cost effectively digs deep into people’s motivations and segments them accordingly. We typically find that people cluster around three to four motivations, paving the way for brands to reach their targets with streams of content tailored to inspire each of these groups to take action.

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The healthcare industry has done a good job educating people but a poor job motivating them to action.

Pull different emotional levers to effect long-term change.

In our research, playing to people’s fears tended to shock them into an immediate commitment to act, while content that elicited positive emotions like joy and hope bolstered thought. To spark and sustain action, campaigns must expose people to a sequence of motivational content that strikes different emotional chords over a period of time.

Test and fail fast.

In the course of our research, we got one motivation wrong: The group of people we thought was motivated by a fear of being stigmatized socially was actually motivated by a desire to belong—to form intimate relationships and make others happy. This finding underscores the importance of continually learning about audiences and refining content accordingly. Had this been a real campaign, we would have used this insight to quickly modify the content.

Make action the new KPI—we can’t afford health inertia.

We should no longer measure success with metrics like clicks and impressions alone. Instead, we must look at how people are responding to content on an emotional level—by using new platforms like facial recognition software to assess cognitive responses—and how we are affecting people’s healthcare choices. We should gauge success by measuring real action, both immediate and that taken over longer periods of time.

Every day the stakes get higher. As healthcare spending continues to rise, as the pipeline of resources designed to make us better stewards of our own health grows, and as the financial responsibility for good health increasingly falls on individuals, every stakeholder in the healthcare ecosystem will rely on the partners who can shake the mantle of health inertia and inspire action.

Becky Chidester





Getting At People's Motivations

To study the impact of motivational content that uses emotional triggers to inspire action, versus standard industry content, we chose the smoking category, in which decades of information has failed to persuade 38 million Americans who smoke to quit.

To uncover people's true motivations for quitting smoking, we used our

Motivation Mapping to understand how and what hopeful quitters think. On a superficial level, we found that people think a lot about what we would expect and what most anti-smoking campaigns emphasize: their fears of bad things happening to them, such as getting cancer, enduring painful surgeries, and being responsible for harming their children's health.

But these were not their true motivations. Our trained team posed a series of questions that elicited people's conscious reasons as well their subconscious motivations. Of the 10 primary human motivations, or values, that drive people to action, we found that people who smoke cluster around three.¹

Note: For the purpose of this report, the Motivation Mapping process has been simplified. The statements in each box are representative samples of how interviewees answered questions.



Functional Attribute: Why do you want to quit smoking?	Functional Consequence: What would quitting achieve for you?	Personal Benefit: Why is that achievement important to you?	Personal Value: What motivates you?
I want to wake up in the morning breathing easier	I want to feel better physically	I want to do what I enjoy and check off my bucket list	Having a Good Life
I want to have fewer toxins in my body	I want to decrease the risk of health issues down the road	I want to see my kids and their kids grow up, and to be remembered well	Achieving Family Security
I want to stop feeling judged by other people for smoking	I want to look and feel cleaner	I want to be an "adult" and to make my spouse—who doesn't smoke—happy	Making Social Connections

¹Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and Culture, 2(1). <https://doi.org/10.9707/2307-0919.1116>

Identifying the Emotions That Will Trigger Action

Emotions are natural human responses that can cause us to act in certain ways. Many researchers believe that humans can feel 27 different emotions, each of which can trigger different decisions and actions.

To identify the emotional levers most likely to inspire people who want to quit smoking, we used AI to uncover the emotions that people felt most intensely as they were interviewed.

I LIKED FANCY BRITISH CIGARETTES AND THOSE WERE LIKE FROM \$14 TO \$16 DEPENDING ON WHERE YOU WERE ABLE TO PURCHASE THEM. QUITTING IS HOW I COULD LOVE MY LIFE. I COULD BE MORE AND I'M RELIEVED. I'M RELEASING THE PRIOR MY LIFE. I DON'T RECALL THE FAST WHEN I SMOKE A P... YOU WAKE UP THE NEXT DAY AND YOU'RE NOT READY TO GO ON A CANOEING ADVENTURE. YOU'RE COUGHING AND YOU FEEL LIKE YOU ATE THE ASHTRAY. IT'S JUST NOT A GOOD FEELING.



LEGEND:

Fear ■ Joy ■ Hope ■

Content That Spurs Action

We created three campaigns, one for each of the three motivations identified in our research: Having a Good Life, Achieving Family Security, and Making Social Connections. Each campaign featured three pieces of content, one designed to trigger fear, one joy, and one hope—the three emotions that surfaced in our research. We tested the performance of this motivational content against the current CDC anti-smoking education campaign.

Wunderman Health Motivational Content

	Fear	Joy	Hope
Having a Good Life			
Achieving Family Security			
Making Social Connections			

CDC Content

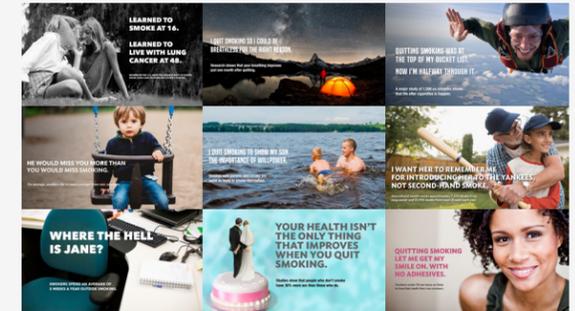
Some of the reasons to quit smoking are very small.

You think about your teeth a lot more when you don't have any.

DON'T WAIT FOR OPEN HEART SURGERY TO STOP SMOKING.

Motivational content shakes people out of health inertia.

One third (34%) of the people who were exposed to content that zeroed in on their true motivation for quitting smoking downgraded their health status on a 1–10 measurement scale, acknowledging they should take more healthy action than otherwise thought at the start of the survey.



Content tailored to specific motivations inspires action—much, much more action.

When people motivated by achieving family security were exposed to content featuring a child who would be left without a parent because of smoking, they were 16% more likely to say, “I am going to create a plan to quit smoking” and, “This addresses what is important to me.” In the real world, this would translate to six million people who smoke creating a plan to quit for the first time.



Content that triggers negative feelings shocks people into immediate action.

When people who were motivated by having a good life were exposed to content that played to their fears, they felt nearly three times more (+269%) surprise, shocking them into reporting they would “promise a friend they would quit smoking,” “set a date to quit,” or “create a plan to quit.”



Positive content can do a much better job at moving people from a one-time action to sustained behavior.

When people who were motivated by having a good life were exposed to content that triggered positive emotions, they exhibited 46% more concentration. They reflected more deeply on their reasons and plans to quit.



Effecting Long-Term Behavior Change

By Ann Hazan, PhD, Behavioral Psychology Group Strategy Director, Wunderman Health



Getting people to do something once is a challenge; getting them to keep doing it is even harder. Human behavior is influenced by a host of environmental and emotional factors, many of which offer marketers opportunities to combat inertia and reinforce long-term behavior change—step by step over a prolonged period of time. Here are some of the roadblocks people face and what marketers can do to help.

Alleviate self-doubt with shots of reinforcement.

If people don't believe they can achieve something, they won't even try. Positive content that celebrates small victories—like going for one day without a cigarette—can inspire people to stay on a course of action. Authentic role models—individuals who demonstrate that success is possible and reflect a person's struggles—are another powerful tool.



Remind me, "Why am I doing this?"

In the throes of everyday life, people often fall back into old habits, losing sight of their reasons for change. Reminding them what motivated them in the first place and how much progress they have already made can help them stay on track.

Appeal to emotions, not just reason.

While people need to be reminded of the rational benefits for making a change, evoking factors that trigger their emotions, such as loved ones who count on them, can help them actually make the change.

Consider culture.

People's environments, social norms, and communities can foster or deter behavior change. Teaching people to keep an eye out for situations that could set them back—like happy hour with friends who smoke—and how to avoid them can prevent regression.

Creative That Works

In our research, this piece of content triggered the highest commitment to quit smoking. Here are some reasons why:



The creative subject is not necessarily the patient.

In this ad, the little boy captures the "achieving family security" motivation. As rendered, he could be anybody's relation—for example, a son, grandson, or nephew—allowing a range of viewers to pencil themselves into the story.

Nonverbal cues are effective.

In the above ad, the child challenges the viewer with direct eye contact.

Open endings convey hope.

The image does not portray an ugly ending, such as a child in an intensive care unit. Instead, the image allows viewers to reflect on their own motivations and how they could act on them.

"Would" is often more powerful than "will."

Conditional phrasing can empower readers and make them believe they can make a change.

Facts are important.

They lend credibility to the message.

Using Data and Technology to Inspire Action—at Scale

By Yannis Kotziagkiaouridis
Global Chief Analytics Officer, Wunderman Data Management



The days of one-size-fits-all creative are numbered, as is content powered by intuition and success measured by impressions. To spark and sustain action, marketers must rely on data-driven insights and content tailored to real people, including their actual, and varied, motivations. Here are four things every marketer should do to embed data and technology into every stage of marketing—whether to effect change among small patient groups or large populations spanning continents:

1. Enlist data scientists to guide strategy, creative, and everything else. Experts who understand data, analytics, and the technology and platforms that fuel their use should be an integral part of every phase of the marketing process. From setting up the right technology infrastructure at the outset of a project and collecting the right data about a consumer's journey, the role of data scientists continues through to analyzing performance and gathering the insights to optimize content while a campaign is in market.

2. Apply audience insights to large customer databases by using predictive models. Predictive models are bridges that allow us to implement at scale. In this year's study, for example, we found that one group of people was motivated to quit smoking by the desire to achieve family security. Had this been a real-world campaign, we would have used a predictive model to identify a much larger group of people motivated by this same desire as

well as to determine the best ways to inspire them to action—including the right channels and sequence for distributing content.

3. Use technology to create streams of dynamic content that expose the right messages to the right audiences at the right times. Having the right data about the people you want to help means little unless you have the technology and platforms in place to reach them over a sustained period of time with content tailored just for them. Look for an agency that has relationships with many different technology companies. This will enable marketers to implement solutions that work best with their organizations' infrastructures and to reach their marketing goals.

4. Harness the power of AI to inspire action at scale. New technologies powered by machine learning should be standard practice today. Many large brands still rely on dated platforms, instead

of using new innovations to derive the benefits of big data. From patient care to physician diagnoses and much more, AI can help marketers create truly personalized experiences for physicians and patients alike—experiences that will improve all stages of the patient journey, from diagnosis through care.

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Health inertia is a very real threat to the healthcare industry. However, advances in science and technology have given us the very tools we need to change the way we are communicating. By doing so, we can break the cycle of health inertia and motivate as well as educate people to inspire healthy, sustained action.
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Ready to Motivate Change?

Wunderman Health is a division of Wunderman, a global digital agency, and its mission is to inspire people to take action. It is Creatively Driven. Data Inspired. In 2015, industry analysts named Wunderman a leader in marketing database operations as well as a strong performer in customer engagement strategy. In 2018, Wunderman Health won an Effie for its work in Branded Utility, and its creative work has won numerous other awards globally.

Headquartered in New York, Wunderman Health partners with companies across the healthcare universe to break the cycle of health inertia and to inspire healthy action. Its work spans from pharma to consumer health, insurance, hospital systems, devices, technology, and more.

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