

# The Market Research Event

October 2016



10/25/2016

AARP  
SERVICES INC.



HCDStudio

UnitedHealthcare

# Objectives & Key Takeaways

To understand:

- Innovation is not an easy toss over the fence to the core business
- There is a need to invest in building champions for an idea
- The investment in champions often takes the form of what we're not used to in business

# Meet the Team



**Marla Hetzel**

Innovation Development Director, AARP



**Jennifer Draklellis**

Director of Innovation, United Healthcare



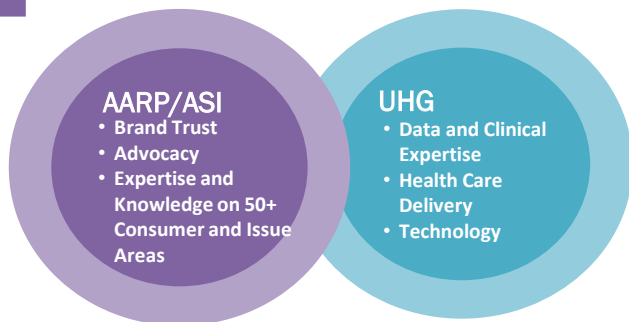
**Jo-Robin Banks**

Innovation & Program Design, AARP



# A Unique Partnership

## SHARED CAPABILITIES



## ACTIONABLE, SHARED PURPOSE



## A COLLABORATION IN INNOVATION

A **COLLABORATIVE** innovation effort between ASI and UHG established to make healthcare better by **LEVERAGING** the **SHARED CAPABILITIES** of the organizations and **ALIGNING** with strategic objectives in order to **CREATE ACTIONABLE** concepts that **TRANSITION** to business owners.

# Why This Not an Easy Toss



# The Performance Engine:

“Companies are built for efficiency, not innovation”



# The Operator Mindset

## Drives the Performance Engine

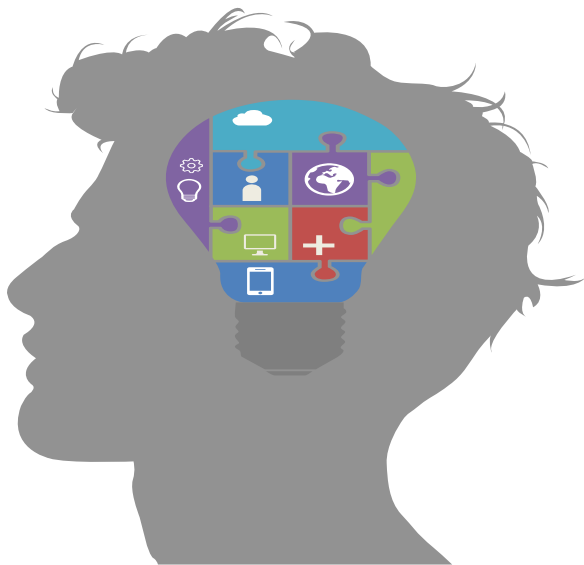


### Operator Mindset

- Is uncomfortable with uncertainty, ambiguity and risk
- Is able to make data-driven and analytical decisions
- Works hard to be both accurate and precise
- Works to avoid failure and reduce errors to zero
- Wins by reducing variability and executing to plan

# The Innovator Mindset

## Paves the Path for an Idea



### Innovator Mindset

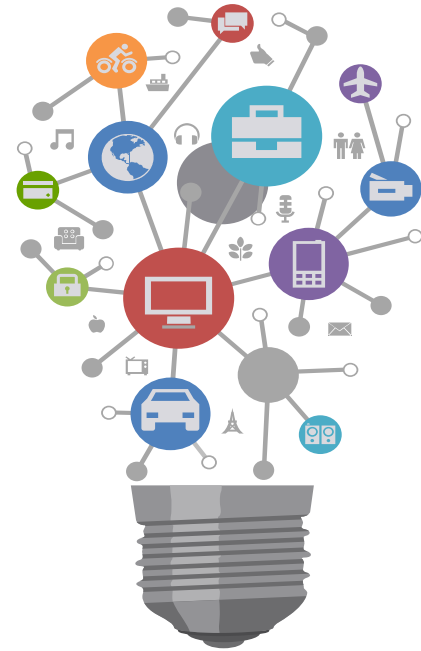
- Is comfortable with uncertainty, ambiguity and risk
- Is able to make analytical or intuition-based decisions (including “blink responses” based on minimal information)
- Settles for order-of-magnitude estimates and does not let precision exceed accuracy
- Sees failure as inevitable and even desirable (as long as it happens fast/at low cost and one learns from it)
- Wins by maintaining openness and preserving options



## Facilitating Execution

“When it comes to embracing a new idea, most will demur unless you can pack a parachute that will allow them to jump safely from their (way of doing things) to yours.”

**Whitney Johnson, Harvard Business Review**

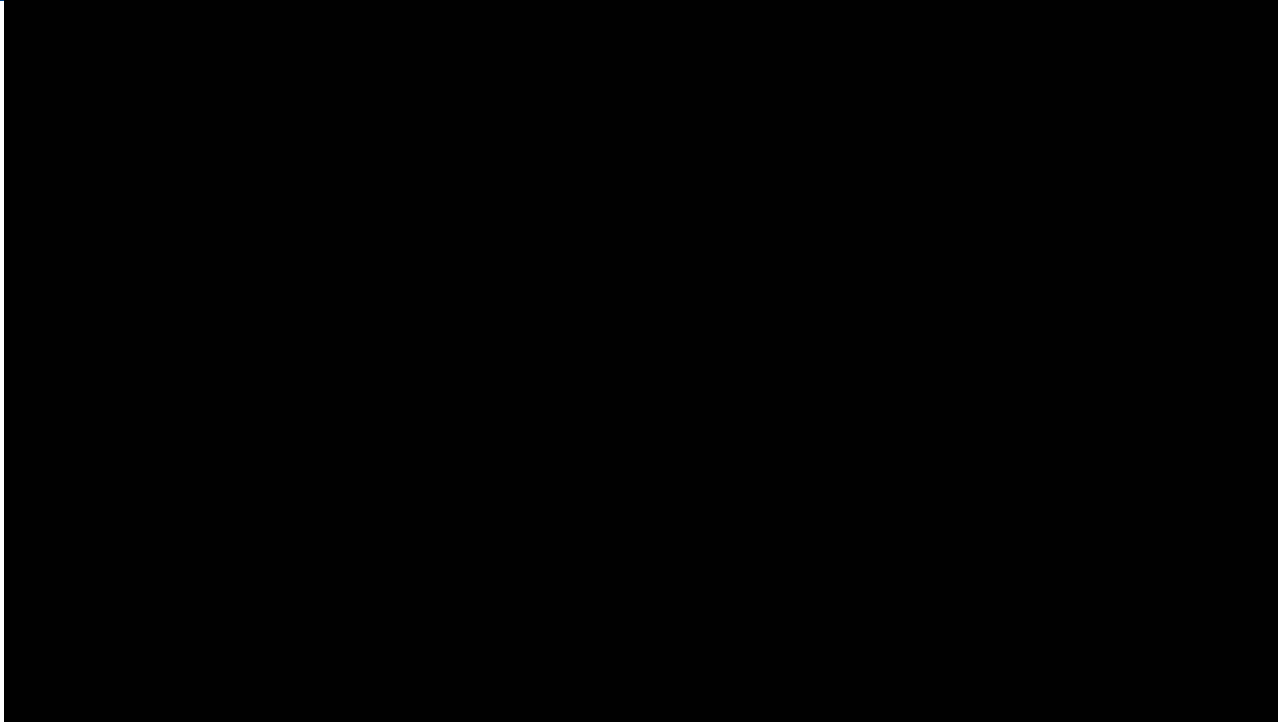


# About Vernice

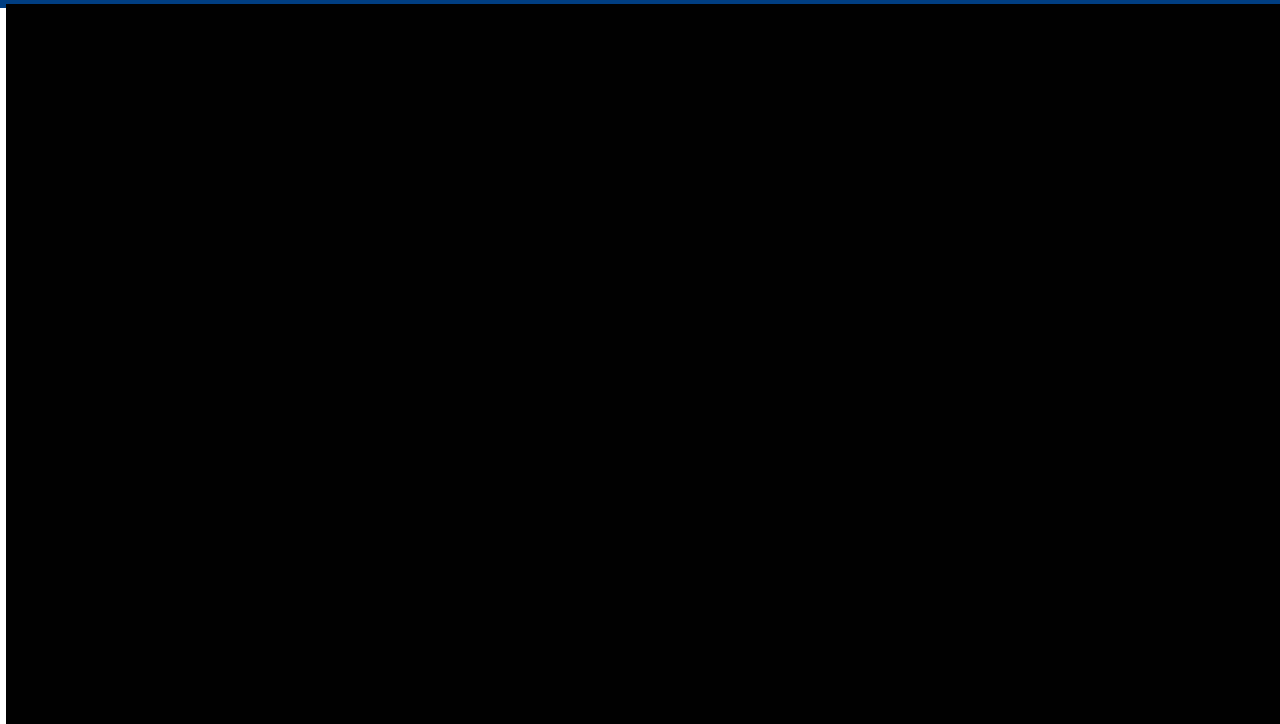


- I am from the Southeast
- I attend church at least once a week
- My community is very important to me
- I am the head of my household
- I am trying to lose weight
- I have some college education
- I have some level of dissatisfaction with my health
- I am active on social networks like Facebook
- I have tried various weight-loss programs
- I have children

# Tell a Human Centered Story



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# Identify Potential Landing Zones



## Look for Common Goals

### Multicultural Leadership

In Multicultural Leadership, we are:

- Focused on increasing awareness of AARP among multicultural audiences nationally and locally and engaging them in programs, activities and membership,
- Telling the AARP story in a culturally relevant way that benefits and enhances the quality of life for 50+ multicultural America,
- Focused on embedding multiculturalism into all we do at AARP – that means adapting the AARP experience so it aligns with multicultural audiences, and
- Available to work with all staff to ensure that AARP's efforts have maximum impact for these audiences.

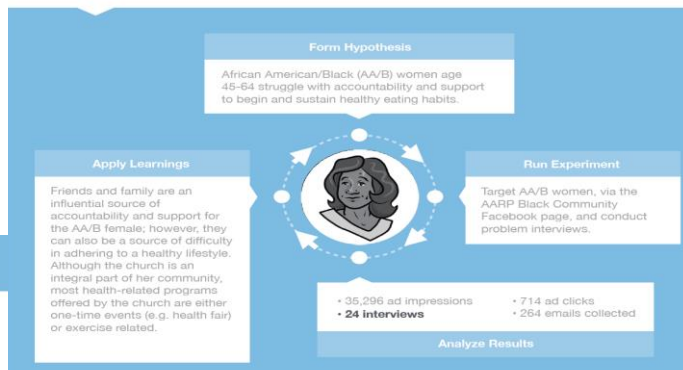
### AARP Foundation

**Feeding Hungry People 50+ and Developing Sustainable Solutions for the Root Causes of Hunger**

- AARP Foundation's Food Security team is committed to helping nearly 9 million older people obtain food security by redefining hunger as a health issue and mobilizing food companies, health insurers, community organizations and others to help foster sustained solutions. Our initiatives are based on three principal solutions:
- **Educate:** Increase awareness and understanding of older adult hunger and food security through ongoing research and awareness programs.
- **Extend:** Consolidate, integrate and leverage efforts by organizations, industry and government agencies to address gaps and challenges in more efficient, focused and prioritized manner.
- **Elevate:** Bringing together key experts who work across the food supply chain to develop new market-driven pathways that can increase access to safe, affordable and nutritious food.

# Build Evidence

## Experiment 1: Problem Validation



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### Hypothesis

African American/Black (AA/B) women age 45-64 struggle with accountability and support to begin and sustain healthy eating habits.

### Overall Goal

Acquisition: 100 emails collected  
Activation: 20 interviews

35,296

Impressions

714

Clicks

264 (37% conversion)

Emails collected

24 (9% conversion)

Interviews

<\$300

Cost



Landing Page A



(46% email conversion)

Landing Page B

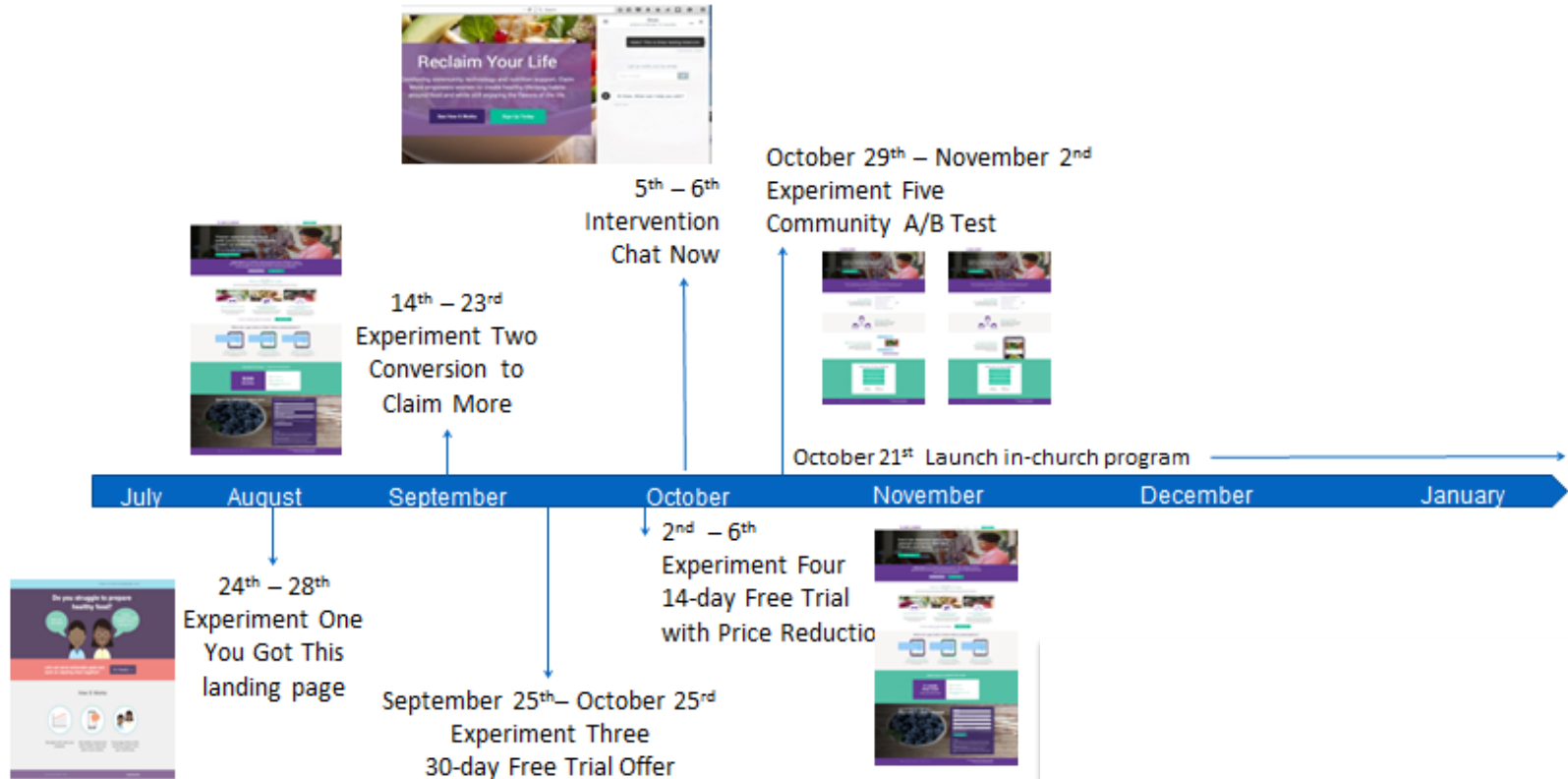


(29% email conversion)



# Experimented through Digital Channels

To understand acquisition ability and willingness to pay



# Prep to Promote

## THE ROAD AHEAD

Shaping the Path  
Toward Better Health  
for African American/  
Black Women

2015  
RECOMMENDATION  
June 10, 2015



## We invite you

to join us on our learning journey  
in preparation for a presentation  
to the Innovation Council in June.

We look forward to your engagement along our journey. We will be sharing information that will enable you to serve as champions to the Innovation Council. In addition, your feedback will be invaluable as we provide further context for our recommendation. It is our hope that with your help, our presentation will be both informative and compelling as we reach the apex of our current work and its future path is determined.

Over the coming weeks, we will engage you in a series of webinar meetings that encapsulate the important components that will inform our recommendation. A list of topics and meeting dates are reflected here for your reference. Meeting notices have been sent to your calendars; please be sure to save the dates. Again, we look forward to you joining us on our learning journey.

# 10 IMPACTFUL TRENDS

- Deciders and Co-Creators:**  
Responsibility shifts for consumers from DIY to becoming their own experts and decision makers. Consumers risk and unexpected costs, but empowers them to demand more from companies they do business with, including value alignment and co-creation-commercial opportunities.
- Experiencing Belongingness:**  
Community evolves to a new level of consciousness and social engagement with an increased desire to contribute, belong and be part of something greater than themselves. Membership definition also changes, as consumers can join social networks for a year, week or hour.  
  
**Meemp** is a social networking site that facilitates offline group meetings. It allows members to find and join groups based on a common interest, such as health, pets, hobbies and more.
- Address Me in My Context:**  
Come to where I am, when I am most ready to learn, and speak to me in a way that really shows that you know me.  
  
**#BurnThisMeal** is a social media campaign encouraging food lovers to recreate. Inspired by food posts on Instagram with a tag to be redeemed at any Finesse First health club in Hong Kong.
- Sharing Economy:**  
Acceptability/comfort in sharing, particularly expensive and non-essential items. Decrease in the need to own frees up funds for other expenditures.  
  
**Sharejournal** makes it possible to share meals with people in your neighborhood — all while reducing costs and food waste. Launched in Amsterdam in 2012, and is available across the U.S.
- Squeeze of the Middle Class:**  
Affordability and access becomes a huge issue, as the majority of the population is squeezed by external forces, responsibilities and decisions of their own.  
  
**Sharejournal** makes it possible to share meals with people in your neighborhood — all while reducing costs and food waste. Launched in Amsterdam in 2012, and is available across the U.S.
- Humanization of Technology:**  
Delivery of genuine, emotional experiences, as technology evolves in delivering a more seamless interaction and connection across on/offline environments. Promoting the proliferation of engaging self-monitoring and customizable applications.
- Algorithmic Predictive Behavior:**  
Customize and guide individual consumer choices in the algorithmic mining of a massive amount of collected information and with the increased dependence on digital data and devices.  
  
**Moodmark** is a biometric ring that tracks emotions, connects with a cellphone and allows the wearer to monitor and improve their emotional well-being through recommended activities.
- Business Ecosystems Evolution:**  
Cooperation evolves into a full business ecosystem, requiring new business models and approaches that support highly collaborative, interlinked, in order to address problems.
- Health Care Delivery at Retail:**  
Convenient, lower cost, specialized options delivered at retail successfully attract a targeted set of consumers and medical conditions, and deliver a much improved consumer experience.
- Healthier Choices:**  
Delivery and increased access to healthy options, and increased awareness of food contents, promotes healthier eating and lifestyle among a wider set of consumers.  
  
**AmazonDash + AmazonFresh** increased access to healthier food and delivery options. **AmazonFresh** provides a fresh produce-delivery service, and **AmazonDash** takes the hassle out of list making and reordering.



# Leadership Champions the Work



# Leadership Champions the Work



# Practical Application:

## What is Claim More?

*About CLAIM MORE*

Claim More is a social movement and healthy eating program that relishes what is special about African American women. It helps them be more accountable and more easily engage in lifestyle behaviors that reduce their risk of diabetes and other chronic diseases. Combining community, technology and nutrition support, Claim More empowers women to create healthy life-long habits around food while still enjoying the flavors of life.

**CLAIM MORE MOMENTS. CLAIM MORE YEARS. CLAIM MORE LIFE.**

# Claim More Centered around Six Core Elements

Uniquely combined to provoke emotional engagement and facilitate healthy lifestyle behavior change



In the Fall/Winter of 2015, we ran an in-market learning experiment in

# Winston-Salem,

North Carolina.

It spanned 12 weeks and involved  
2 churches and 28 African-American women.

[CLAIM MORE](#)



We partnered with  
**two local churches**  
and got the buy-in of their leadership.



BISHOP MACK



UNION BAPTIST



REVEREND BANKS



GOLER MEMORIAL AME ZION  
CHURCH

## CHURCH LEADERS

The church leaders provided their endorsement and buy-in for the Claim More program, agreeing to dedicate resources, staff and time during select church services to support the Claim More movement.

Each church leader selected a  
**Church Champion**  
to run the program for their congregation.

UNION BAPTIST LEADERS



**KIM**  
*Church Champion*



**CARLA**  
*Lieutenant*

GOLER MEMORIAL LEADERS



**JANICE**  
*Church Champion*



**DORIS**  
*Lieutenant*

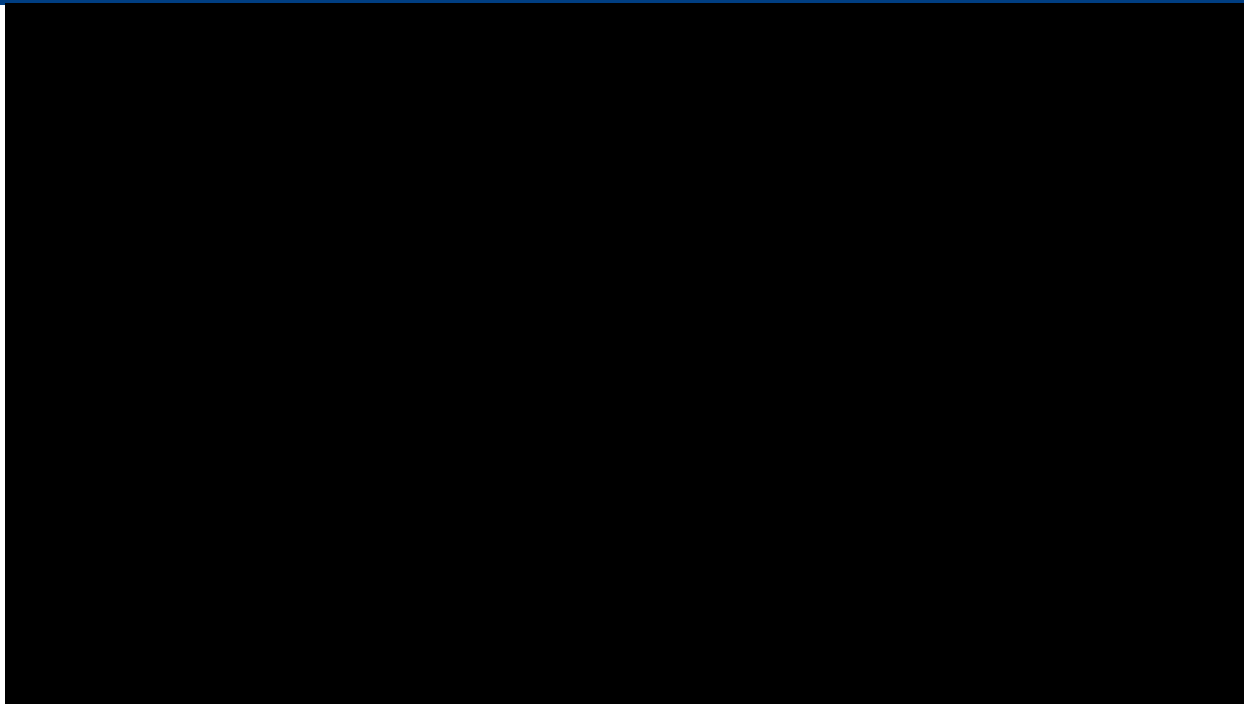
## CHURCH CHAMPION

The church champion is responsible for managing and executing the Claim More program for the women in her church. She is the face of the Claim More movement and is motivating, inspirational and possesses an encouraging and enthusiastic spirit.

## LIEUTENANT

The Lieutenant assists the champion in her role.

How we brought  
**Claim More**  
to life

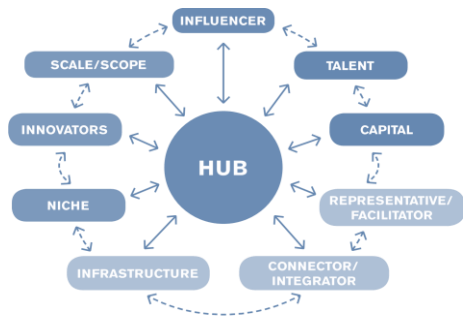




# What's next

Current state of the program

## Identify Ecosystem Partners



Sur la table  
THE ART & SOUL OF COOKING

Moment Strong

Nutrition & Diabetes  
Education Center, Inc.  
Only Stop Shop! Everything Nutrition, Wellness and Diabetes

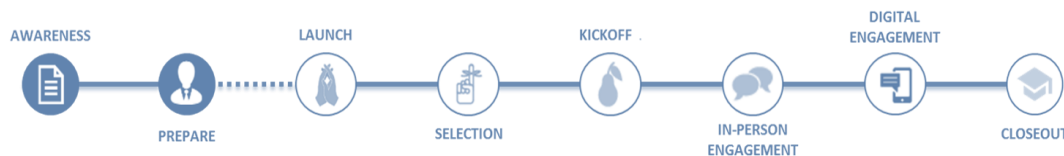


American  
Diabetes  
Association



American  
Heart  
Association®  
life is why™

## 2017 Launch Planning



**What:** Next round of in-market experimentation

**Where:** Winston-Salem, NC & DC Metro Area

**Who:** 8 churches; 30 participants per church

**When:** March 2017



## Questions / Discussion