HEALTHusiasm

MAKING CUSTOMERS HEALTHY & HAPPY

LANNOO
CAMPUS

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Praise for *Healthusiasm*

"The journey to the future is going to be shorter, more bumpy and more exciting than companies and their leaders ever expected. We live in the best of times. Managers do not have to manage by the script, but can write their very own future. In the New Normal Future, all industry lines and value chains will melt down into one big boiling red ocean in which all companies will try to offer customers the ultimate and mass-personalised well-being. Those that want to be prepared and want to find out the why, how and what of this mega-trend, in whatever traditional industry there still ate today, need to read *Healthusiasm* to be ready for the Day After Tomorrow."

Rik Vera, co-founder of nexxworks and author of *Managers the Day After Tomorrow*

"*Healthusiasm* brings structure as well as rich insights into the complex reality of how we go about our own health. With many examples, it actually challenges pharmaceutical and other healthcare organisations to approach patients as customers or consumers, who are seeking solutions that meet their individual expectations."

Erik Janssen, VP Digital Health Solutions, UCB

"*Healthusiasm* assembles a broad range of relevant health trends and generates contextual insights for healthcare stakeholders."

Peter Geerlings, Chief Medical Information Officer, SJG Weert hospital

"As every company is bound to become a health company, this book convinces managers about the why, how and what of this evolution."

Koen Kas, Healthcare futurist and author of *Your guide to delight*

"Health marketing is evolving rapidly. This book provides a great summary of this evolution and serves as a health marketing guide for companies. It should be mandatory reading for capability building in organisations."

Nico Smets, Global Marketing & Digital Excellence Lead, Merck

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"*Healthusiasm* provides a complete manual to a currently very hot topic: engaging people in their own health. A must read for everyone involved in healthcare today."

Carin Louis, Patient engagement expert

"The pragmatic structure, the many examples and the easy-to-use models, really broaden your scope and force you to think creatively about your own company. Upon reading this book, you surely will be inspired for many months to come."

Caroline Vervaeke, marketing expert & partner at Braintower

"Inspiring and thought-provoking, Healthusiasm will bring businesses closer to the desires of health consumers today. It's a win win!"

Natalie Bloomfield, Insights Lead, Patient & Consumer Engagement

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"*Healthusiasm* lays down perfectly how our aim to live healthily is a fundamental customer need that touches almost any business. With well-chosen examples about this societal trend, Christophe challenges the reader to rethink current customer experiences in the pursuit for health in mind. An eye opening and transformational book by itself."

Stijn Coolbrandt, Founder Health Endeavour, BeHealth and HealthBuzz

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"Sustainable and socially responsible entrepreneurship is high on the agenda today. Companies and brands are forced by all stakeholders to pay attention to this. In this book Christophe gives a holistic picture of how companies and brands can embrace health today, and how they can develop a strategic advantage from it. I can recommend this Healthusiasm to anyone who wants to invest in building healthy ecosystems for their customers."

Kristof De Smet, CEO, EnergyLab

Introduction

When I started writing this book, Christmas and New Year were just around the corner. That Festive period of the year when everybody socialises more than usual, eats excessively, drinks daily, sleeps irregularly, conveniently forgets to exercise, and feels particularly worse (or better) than during the rest of the year. This period of indulgence often ends with resolutions that we will do better in the year ahead. Surely, we will eat healthily, sleep more, exercise frequently, and why not... fall in love? It's been the same through the ages – a new beginning, pledging to become a better person.

> *It is thought that this tradition started 4 000 years ago when the ancient Babylonians ended a 12-day religious festival with pledges to pay their debts and return borrowed goods. Janus, the Roman god with two faces after whom the month of January was named, symbolised looking backward as well as forward. He made Romans promise to be virtuous in the New Year. Also, Christians used this new beginning to reflect on past misbehaviour and to vow to change in the year ahead.*

This enthusiasm for a fresh start is evident in the increased uptake in gym memberships, in the numbers of smokers who resolve to quit, and in the almost doubling of the matches Tinder makes on Dating Sunday (first Sunday of the new year) compared to normal. But this book is not about this type of enthusiasm because these resolutions don't last long.

> ***USA today*** *reports that 67% of gym memberships remain unused. And it takes most smokers up to 30 attempts to quit smoking, making it very unlikely that this New Year's resolution will be the successful one. In fact, more than a quarter of us have let go of our resolutions within the first week. Half don't even make it through January, according to Statistic Brain Research Institute.*

These resolutions fail because they are not rooted in a real commitment. Deep beliefs, interests and values are the drivers of real commitment and **enthusiasm** that could lead to lasting change. These should move someone to their very soul.

This book is not about the enthusiasm for New Year's resolutions, but about the real enthusiasm to live a healthier and happier life. As you will discover, this **enthusiasm** is all around us. You might even have noticed it yourself during what is perhaps the unhealthiest period of the year.

Christmas and New Year is the time of the year when we have (too) many dinners with family and friends. We look forward to it almost as much as we dread it – not because we don't want to spend time with family and friends, but because we dread the feeling of eating excessively. In the past couple of years, however, you might have noticed a change. Of course we still enjoy a good dinner. Perhaps more than ever. But we want to avoid the feeling of eating substantial meals for days on end. Since newspapers and magazines began sharing the number of calories in the average festive season dinner, we have asked ourselves – and each other – whether we really wish to go along with this. These days it is not impolite to discuss what to serve with your guests or hosts.

With the widespread popularity of specific diets – like Paleo, keto, vegan, vegetarian – and the increased consciousness of food allergies and intolerances, we now initiate discussions on what we can't or don't want to eat. And the quantity and the type of food is raised upfront. In my circle of friends, for example, it's been a couple of years since we decided to reduce the amount of food we serve at New Year's Eve. We switched to smaller portions and food sharing, so it is also easier to vary dishes according to the needs of those with specific allergies or diets. After all, it is about being together, not about stuffing ourselves. We were all very happy with that change. Maybe you have done the same.

At all those family dinners you might also have noticed the popularity of fitness trackers, though not to the extent that they are in the United States. More than half of Americans use a wearable fitness tracker daily, according to Researchscape International. But about a third of us was wearing one during the celebrations I attended. Considering that they barely existed about five years ago, a considerable number of people now 'passively' track their move-

ment, heart rate and sleep. Some have even bought such trackers for their children aged as young as nine. In fact, fitness trackers are the most popular 'tech' gift at Christmas. They certainly are a good fit with the New Year's resolution that will be made. But that is not the main reason that fitness trackers are gifted then – they are also gifted on other celebrations, such Father's Day, Mother's Day and even Valentine's Day. This device simply generates a lot of **enthusiasm** because it unlocks new insights that creates consciousness and might lead to action. Even though the information gathered by these devices is limited to a couple of parameters, they offer you the possibility of learning something new about yourself.

The end of the year is also awards season, and one in particular caught my attention. If you live in Belgium or France, you might have noticed it too. After years of dominance by tech items like the digital camera, GPS, iPhone, iPad, Google Streetview, and Netflix, the readers of a renowned Belgian newspaper, *De Standaard*, voted Nutri-Score the product of the year in 2018. This five-coloured food packaging label was developed by the French Nutritional Epidemiologic Research team to guide consumers to purchase products of a higher nutritional quality. The introduction of the Nutri-Score in Belgian supermarkets clearly generated a lot of enthusiasm. But it wasn't the only healthy thing supermarkets did that year: 'Fast Fruit' or 'Junk Fruit' – fruit wrapped up like sweets – has to be my favourite here.

At every year end, Google Search Trends are in the news as well. This offers great insight into what people need, want, and intend to do. In its 2018 Search Trend report, Google noted that the year was about improving everyday life. People searched for all things good — from "how to be a good dancer" to "what makes a good role model" to "good things in life". In fact, the world searched for "good" more in 2018 than ever before and there is no sign of it decreasing. At the same time, searches became ever more personal and concrete. This is a continuation of an ongoing trend. General "health" topics having been decreasing sharply in the past decade, while more specific searches related to, for example, food, yoga, running and sleep have doubled in the same period. But for me, "self-care" is an interesting case. For the second year in a row, the search for "self-care" grew by over 30% on the previous year.

These are but few examples of how we are more than ever conscious about our health. Many more cases and examples in this book will illustrate why and

how this trend manifests itself. But this book is also intended to guide health-care providers, pharmaceutical companies, consumer brands and startups through the new opportunities and lurking risks that this Healthusiasm trend brings. It covers all these different industries, and you could read the parts that are closest to your current reality (first). But the boundaries of sectors are slowly disappearing. Definitely when it comes to health and happiness. Reading the entire book will help in understanding the entire complexity of what health and happiness means to people: from lifestyle decisions to well-being, from health decisions to medical involvement. And it sure will make you understand how other sectors are approaching this trend.

There are four main chapters in this book. The **first chapter** tackles why people want to become healthy and happy. It's a broad introduction into different societal, technological and economical changes that make people want to become their best version of themselves. The actual Healthusiasm model is explained in the **second chapter**. It's a graphical representation of the different layers of health management. It also visually demonstrates how companies are expanding their own scope of impact beyond the traditional boundaries of their sector. Health Marketing, covered in the **third chapter**, helps understanding of how you as a company or brand can answer the changing needs of your customers or patients by focusing on transformation-driven marketing. The **fourth chapter** will finally provide you with the inspiration and tools to really make your customers healthy and happy.

Are you making your customers healthy & happy yet?

Wanting to be(come) healthy & happy

Technology helps us to become what we want to be

Faster, better, younger

We live in an exciting, inspiring, amazing world. There is no other way to start this book. Today, we are able to become the people we want to be – to realise our potential. We have the platforms, the tools and the audience to amplify the person we are or want to be, while in the past this was far more difficult to achieve. This chapter will sketch how these three aspects help us to do this, and how each of them has evolved. To make this tangible, each chapter contains examples from people close to me. Let me start with a vivid comparison of my father and my son that illustrates how times have changed.

> *When I was born, my dad created a stop-motion movie with his Super 8 film camera. Stop-motion animation is a technique used to bring static objects to life on screen. Drawings, objects or puppets are sequentially moved and filmed frame by frame to simulate movement. Although this technique is as old as filmmaking itself, it was rather popular in the late seventies because of its use in the **Star Wars** movie A New Hope. For his film, my dad drew animals that flocked around a little baby to welcome him. Of course, this short animation was followed by some actual footage of my new born face. I reckon he must have spent several days to make the entire sequence. There was no room for error as you only had one take with a Super 8 film camera. But it turned out to be a creative and beautiful one-minute movie he could show to his circle of family and friends. Probably about 30 people must have seen it over time.*

> *Fast forward 40 years. My five-year-old son makes stop-motion movies too. By carefully moving his Lego Star Wars figurines and spaceships in appropriate locations, he creates a short story himself. The frames are captured with an app on the iPad, and I've never had*

to explain to him how to use it. Within 15 minutes, he creates a one-minute animated movie with sounds and special effects included. As a proud father, I posted his first little animated movie on Instagram and it got 500 views within the hour.

It's a bit unfair to my loving dad to say that my five-year-old son has made a nicer movie than he did, as my dad probably put a lot more heart into immortalising one of the most beautiful moments of his life. But my son simply has better, faster and stronger tools than my dad had. The adoption of technology has given my son the power to develop his own creativity, his reach and – even more – his personality to an extent we do not yet grasp. At this young age, he is developing skills like storytelling, picture framing, and sound and light effects that some of us have never had the chance to learn. What was amazing to us has become normal to him.

These tools also allow him to try over and over again, so he learns more, and faster. For example, playing a digital memory game, matching pairs of tiles, is three times faster than the physical one because you don't need to lay out the cards on the table, or flip the cards around to see what's on the other side. In the digital version, it is down to a push of a digital button. Of course, without a doubt the physical memory game remains crucially important for the development of fine motor skills. But alternating it with the digital version offers my son a faster, better way to develop himself at a younger age.

Digital platforms

What is true for kids and teenagers is true for all of us too. In the past two decades, technology has offered us a vast array of new ways to develop ourselves. Technology allows us to learn from others as much as it allows us to share our own knowledge. Someone you have never met, on the other side of the planet, could show you how to do something. "Technology is synonymous for connection with other people," as Sebastian Burkhard Thrun likes to put it. But he also found that technology offers a new range of possibilities. Thrun is a German educator, programmer, robotics developer and computer scientist. He founded both Google X Lab and the self-driving car team at Google. As a result, he is often considered one of the brightest minds in Artificial Intelligence. No wonder his classes at Stanford University in 2010 were among the most coveted in the world. Anybody with the slightest interest in AI dreamt of being taught by Thrun. Sadly, only the 200 Stanford students who paid the

USD52 000 annual tuition fee were allowed in. What are 200 students in a time when billions of people around the world are connected to the Internet, Thrun must have thought. So one day in 2011, he sat down in his living room and started recording and sharing his introductory classes. Over the course of a couple of months, he offered lectures, homework assignments and exams to about 160 000 people worldwide. Students were guided to forums to discuss questions among themselves. A computer graded the exams. Thrun called it a catalytic moment: suddenly he was educating more AI students than there were formally enrolled AI students in the world. This first successful Massive Open Online Course (MOOC) was soon followed by other professors and universities, making 2012 "the year of the MOOC" according the *New York Times*. Thrun then founded Udacity, an educational platform offering several massive open online courses that grew rapidly to 1.6 million users by 2014. Today, you can learn any profession or skill via similar platforms: the best basketball player will teach you how to shoot, the most renowned photographer will share his framing tricks, the best singers will teach you how to hit the high notes. Platforms like Coursera, Udemy or YouTube now allow you to share your knowledge or skill, even if you are not officially recognised as an authority in a specific area.

*One of my good friends, Frank, is a serial hobbyist. He hops from one hobby to another as soon as he has reached a certain level of skill or satisfaction. He has mastered several instruments, released multiple songs, drives a motorbike and plays Derby Skate. And I've probably forgotten half the mad skills and confusing hobbies he has acquired over the years. But I do know that he recently decided to put together a **Dax Rush Kit Car**. The Dax Rush is a lightweight two-seater sports car and is a very popular choice among Kit Car builders. Never having built a car, he relied on digital platforms to learn about mechanics and engines. For example, he picked up how to power tune the legendary 4-cylinder Ford RS2000 Escort Rally Engine from the YouTube channel greasemonkeygarage Watson. This channel has 1 300 followers who watch this guy give step-by-step instructions, from his own garage, on how to build, repair or clean several types of engine. That is impressive. In the case of this Ford RS2000 engine, there are about 15 videos of about 30 minutes each. So, after spending two years on YouTube in his garage, Frank is now racing the car he built himself over tracks, probably pondering what skill to master next.*

These types of **digital platforms** and networks have uncovered and distributed creativity and talent in an unprecedented way. In the last two decades, it truly has fostered self-development.

Digital tools

Besides platforms, there is a second aspect that has supported self-development: an extensive range of **digital tools** has become far cheaper and widely available in the past couple of decades. We all know how the computer evolved from a mainframe machine that almost filled an entire residential building, to the personal computer present in most households by the year 2000. Another well-known example is the camera. Analogue photography was limited to 36 pictures per film, so that was the exact number of pictures my dad took on our family holidays. Digital cameras launched commercially in the mid-nineties but were only just starting to find their way into the hands of serious photographers. In 1995, a Fujix Nikon Camera could shoot 1.3-megapixel photos, used a 131MB hard drive that stored 70 photos and cost about USD20 000 (the equivalent of USD35 000 today). Even the official name of this camera, the "B-2 Stealth Bomber", indicates that the market still had a lot of growing up to do. Apple was also one of the first movers in the market, launching the 640x480 pixel Quick-Take 100, built together with Kodak. To this day, the QuickTake 100 is all-time favourite gadget of Apple lovers. But neither did the QuickTake 100 pave the way for large numbers of people to devote themselves to photography.

Between 1999 and 2009, the digital camera market grew 24 times as big, because camera prices plummeted to a level that was affordable for almost everyone. With the emergence of digital photography came software tools. They were part of your Windows or Mac operating system or could easily be found online (mostly free). These allowed you to style (and often correct) your photos quickly, introducing the now widespread practice of optimising your photographic creations. More people consciously cropped their images and styled them within the available software, before carefully organising them in albums in an extension of the habit of sticking analogue photos in an album. (No wonder Facebook used the name "album" to bundle several linked photos.) Of course, we all soon realised that we were taking far too many photos to keep in our photo albums, so that soon faded out. For that period, digital photography was not only an exciting creative activity, but an expression of your style and personality.