The healthy business communications guide

The Healthy Business Coalition

BSR®

You believe there's an opportunity for your company to improve the health of employees, customers and local communities while creating business value. Now you have to persuade your company to go with you on the journey.

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Welcome to the Healthy Business Communications Guide

This guide will help you develop communications to:

- **Win attention, awareness & interest** for the healthy business concept inside your organization
- **Show the alignment between** your healthy business proposal and your corporate strategy/ priorities
- **Secure senior stakeholder agreement** to explore healthy business further

It includes:

- **Insights** into the priorities of the key decision-makers you'll need to engage
- **Frameworks** to plan out your communications approach, and
- **Key messaging** to communicate the value of your healthy business initiative within the context of your organization

Healthy Business

*[**hel**-thee **biz** - nis]* (noun)

A management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities.

(See the “Introducting Healthy Business” section on pg.12 for further information).

Why is this guide needed?

We created this guide because we learned from pioneers in healthy business that communicating the topic to decision-makers was a significant challenge.

CSR and Health Directors mentioned three main communications challenges which we identify on the next few pages.

1

It's new

Healthy business is a new term developed to describe the engagement of the private sector in population health. The chances are you'll be introducing it to your organization, so you'll need to explain it and get your colleagues comfortable with it.

2

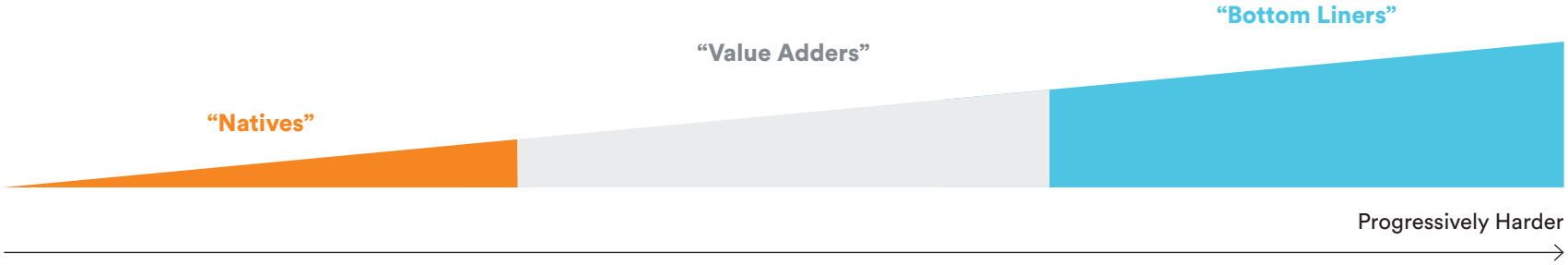
It's complex

"Healthy Business" has its roots in the academic discipline of population health. It can be a complex concept, and is still often wrapped in the language of academia. It requires translation to the business context.

3

It could be seen as not relevant

The “health” in healthy business can lead executives, especially those from non-health-related business sectors, to mistake the concept as not relevant to them. Others may mentally pigeonhole it as an HR issue and not understand the full scope of the concept and the opportunity.



Natives include companies in Healthcare, Pharmaceuticals, etc. If you’re in the business of health, the case is relatively intuitive; the challenge is elevating the conversation above business as usual.

Value Adders can offer health as an added benefit to consumers – think Food & Beverage and IT. Since the top line benefit is there the case is easier to make.

Bottom Liners can leverage bottom line benefits like savings on healthcare costs, but topline benefits are harder to achieve. In sectors where health does not directly link to core business like Transportation and Manufacturing, the business case can be harder to make.

How to use this guide

This guide is designed to help you build a compelling case for taking action on healthy business.

First, we introduce the concept of healthy business and the language we've developed to communicate this idea in simple, compelling, business-appropriate terms.
Chapter 2
What Is Healthy Business? p.12

Next, we outline the journey you'll need to take your internal stakeholders on. This will enable you to plan your communications strategy over the coming weeks and months.
Chapter 3
Decision-maker Journey, p.15

Finally we explore the decision-maker landscape; offer insights into each audience, their priorities and concerns; and show how healthy business can align with them.
Chapters 4-6
Audience Profiles and Tailored Messaging, p.21

At the end of this document you will be equipped to deliver a set of clear messages to your key internal stakeholders, earning their attention and securing their buy-in.

What is healthy business?

Introducing the healthy business concept and narrative

Because healthy business is a new concept, we've developed a narrative to cultivate a shared understanding with key audiences. This narrative is designed to pique the interest of your stakeholders and enable you to make the strongest internal case.

The Healthy Business Manifesto

Health is no longer just for healthcare companies.

All businesses have a role to play to improve health in their value chains. Today's corporate leaders are already proving that good health is a source of competitive advantage and a catalyst for innovation.

"Healthy business" is a new term coined by a team of leading subject matter experts to describe this emerging business concept.

Just as an individual's performance can be affected by their health, the performance of business is affected by the health of the people it serves and depends on. Poor health is a hidden drag on business performance. Good health can be a secret weapon. A healthy business is one that recognizes and responds to this truth to create business value while improving the health of the people it serves.

Healthy business is about unleashing the human capital, competitive advantage, and opportunity for innovation that are tied to promoting the health of your employees, customers, and local communities.

- **Consumers are increasingly looking for ways to stay healthy.** The market for health and wellness products and services is estimated at $267B in the U.S.[1]
- **Employees want to lead healthier lives too.** Healthy employees are likely to be more engaged, productive, and loyal. America's businesses could gain an estimated 293m working days by tackling health.[2]
- **Healthy communities are better places for both employees and consumers to live and work.** 80% of personal health is influenced by our lifestyle and environment, and unhealthy workforces are more likely to be located in unhealthy communities.[3]

Leading businesses know that addressing health is an opportunity for strategic investment in business performance and growth.

They are already proving that good health is the hidden asset that separates good companies from great companies.

Mapping the Decision-Maker Journey

As with most major business initiatives, the decision to invest in a healthy business initiative will likely come as the result of a series of presentations and conversations.

This section is designed to help you build a plan that's aligned to the key stages in a typical decision-maker journey.

The objective is to move your audience through each stage from attention to buy-in.

Mapping the Decision-Maker Journey

STAGE	**ATTENTION** Any business will have many demands on the time of its senior leaders. You need to win attention in a noisy environment.	**AWARENESS** Think of this stage as a primer on healthy business: What is it? Why this idea? Why now?	**BUY-IN** Now apply the concept of healthy business to your company specifically. Demonstrate how healthy business can add value, and be explicit about the link to corporate strategy and individual stakeholder priorities.
DESIRED RESPONSE	*"I want to know more"*	*"I understand the concept"*	*"I see how this would add value"*
BARRIERS	*"I don't have time to look at this."*	*"I don't know what 'healthy business' means."*	*"Why should healthy business be a priority?"*

How to build compelling communications

Who are we talking to?

Gaining buy-in to a healthy business initiative may require alignment across multiple functions. In most organizations, the decision to initiate a healthy business initiative will be made in partnership with a combination of three functions: the C-Suite, Human Resources, and/or Sales and Marketing.

Understanding your audience is crucial. While these decision-makers share some priorities, such as responsibly managing costs and investments, they also have unique priorities and targets. You'll need to understand both, and tailor your communications accordingly.

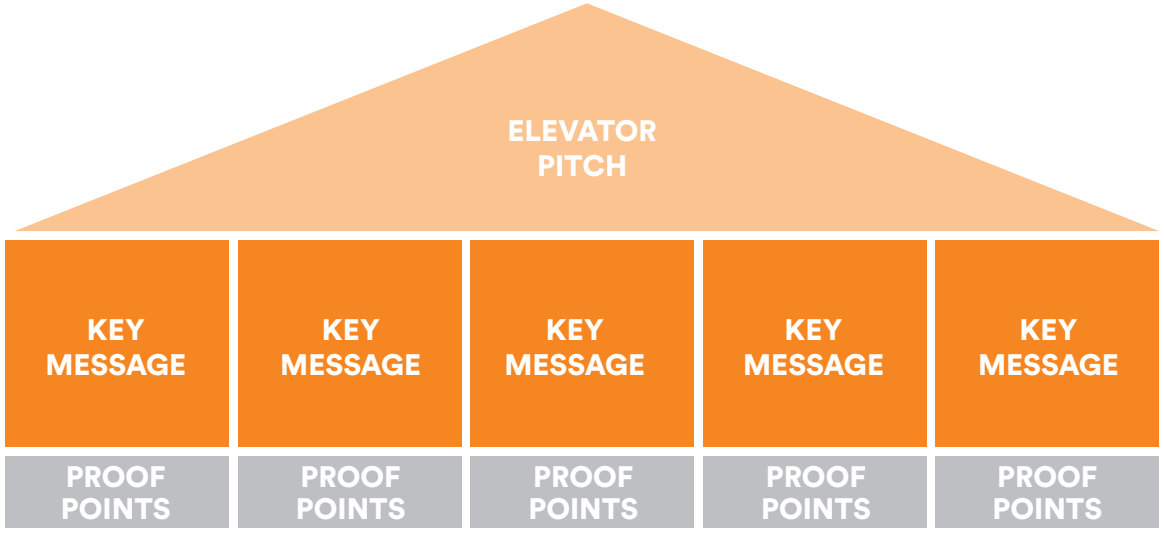
For each audience, you are looking to build a messaging architecture to structure your communications.

C-Suite

HR Function

Sales/Marketing

Messaging architecture



The Elevator Pitch

Great elevator pitches are built from a strong central message that is short and to the point. The elevator pitch will help you win the attention of your decision-makers. This also serves as the overarching message that frames your argument.

Key Messages

Key messages explain the concept in greater detail. Healthy business offers multiple benefits; the key is to tailor your communication by selecting those that align with the specific decision-maker's priorities. In the pages that follow, we've mapped key messages to decision-maker priorities to show how healthy business can help them meet their goals.

Proof Points

The most persuasive communications combine statistics with stories. Your key messages need to be strengthened by a series of supporting proof points. We've gathered examples from companies at the front of the pack and pulled together persuasive statistics to help bolster your argument.

The C-Suite Profile

This audience's time is extremely limited due to multiple competing priorities. They are under intense pressure to meet short-term financial targets. As leaders, their actions send signals throughout the organization.

You will need to be prepared to answer the following questions:

- How does healthy business align with our company's strategic objectives?
- How much will it cost?
- What's the ROI and payback period?

Elevator Pitch

Good health is good business for every business – including ours.

By investing in healthy business, we can ***drive business performance*** *by making our* ***workforce more productive, controlling healthcare costs,*** *and finding* ***opportunities to create new value for our customers and consumers.***

Key messaging aligned with C-Suite priorities

PRIORITIES	KEY MESSAGE
Execute corporate strategy	**Healthy business is aligned with our corporate strategy** • Health is no longer just for healthcare companies. Supporting the health and wellbeing of our employees, communities, and consumers is aligned with our values and part of who we are as a company – It's in our DNA.
Achieve leadership status	**Today's leaders are proving that good health is a source of competitive advantage and a catalyst for innovation** • Investing in healthy business initiatives as an early adopter can be a powerful way to build our reputation as a leader and innovator, as CVS did when they made the decision to stop selling tobacco products as part of their strategic pivot towards health.
Create business value	**Healthy business has the potential to add value to both our top and bottom lines** • *Topline impact:* Health and wellness is a growing trend we can mine for new revenue streams and innovation opportunities – as leaders like Apple, Nike and Walmart have done. • *Bottom line impact:* Internal healthy business initiatives can reduce one of the largest expenses we incur each year – our healthcare costs – through effective employee and community health programs. • *Performance:* The performance of the business is affected by the health of the people it serves and depends on. Poor health is a hidden drag on performance that we can address.
Recruit and retain talent	**Healthy business will help us build a stronger talent pipeline** • Millennials and top talent want to work for good corporate citizens and have their work make an impact on the world. Healthy business initiatives are a great opportunity for the company to use our core capabilities to create value for society while attracting top talent. • By investing in the health of our communities, where we source most of our talent, we can ensure that we have a strong pipeline of talented and healthy professionals who will be with us for years to come.

Human Resources Profile

This audience is often stretched thin due to their broad mandate across talent recruitment, people management and legal compliance.

You will need to be prepared to answer the following questions:

- By when and by how much will this reduce our healthcare costs?
- How does this differentiate our company as an employer of choice?
- How does it differ from our existing health and wellness programs?

Elevator pitch

Good health is good business for every business – including ours.

By investing in healthy business, we can be at the ***cutting edge of HR practice. We can control healthcare costs, attract top talent, increase employee health*** *and* ***wellness, and drive employee engagement and retention.***

Key messaging aligned with HR priorities

PRIORITIES	KEY MESSAGE
Build employee engagement	**Healthy business drives employee engagement and productivity** • A healthy workforce is the secret to a healthy business. Employees who are healthy are more engaged, productive, and loyal. • Employees also want to lead healthier lives. We can build employee engagement by enabling our people to come to work healthy everyday and showing that the business has their best interests at heart.
Recruit and retain talent	**Healthy businesses attract top talent** • Healthy business can help us win the war for talent, especially among Millennials, by enhancing two popular employment factors: - Providing cutting edge healthcare benefits and perks. - Providing opportunities for employees to create a positive impact through their work. Overall healthy business can help us strengthen our brand for potential employees.
Maximize savings	**Healthy business can reduce our healthcare costs** • Healthy business can minimize our healthcare costs by leveraging a comprehensive and sophisticated approach that integrates the latest research on behavioral economics, disease prevention, and business innovation.
HR best practice	**Healthy business is the cutting edge of the human resource discipline** • This is an opportunity to show how HR can play a transformative role in creating value for the business in a changing landscape.

Sales/Marketing Profile

This audience is interested in new ideas and concepts to promote the brand and company. They seek new ways to differentiate the company, position brands in a unique way, and win market share.

You will need to be prepared to answer the following questions:

- How can this open up opportunities for new product development and consumer/customer engagement?
- How can this help drive relevance with our key target audiences?
- How will this help us enhance our corporate reputation and brand image?

Elevator pitch

Good health is good business for every business – including ours.

By investing in healthy business, we can ***enhance our brand,*** *unlock* ***new product/service innovation opportunities*** *and* ***increase relevance with our customers/ consumers.***

Key messaging aligned with Sales/Marketing priorities

PRIORITIES	KEY MESSAGE
Enhance our brand and corporate reputation	**Healthy business can build brand affinity and customer loyalty** • Healthy business is at the cutting edge of business practice. Pursuing it will distinguish us as a leader and enhance our brand/reputation. • Pursuing healthy business is a way to demonstrate how our business delivers on a larger social purpose, which can resonate with our stakeholder's values.
Seize unmet consumer needs	**Providing healthy business products and services can grow our topline revenue** • Delivering health as a part of our offer can help us penetrate the health and wellness market worth $267B a year in the US. • People want to be healthier, but they struggle to achieve it. We can use our core competencies to find ways for people to live healthier lives while expanding our product and service portfolio.

Proof Points: A data bank

Proof Points: A data bank of statistics that can help strengthen your arguments

Aligning with your decision-makers' priorities will show that you understand the business context, but leaders will still need to see evidence that your arguments and assumptions are well founded. Use the statistics and examples on the following pages to support your messages.

DRIVER	EVIDENCE
Grow top-line revenue	• In 2012 America spent $267B on fitness and wellness products.[4] • 81% of global consumers consider the ability of a product to help them stay healthy as an important factor in their purchasing decisions, yet only 42% believe that companies are currently meeting this need.[5] • In a 2014 survey, 55% of global consumers said they were willing to pay more for products and services provided by companies that are "committed to social and environmental causes". [6]
Reduce healthcare costs	• 80% of America's healthcare expenses are spent on Non-Communicable Diseases like obesity, which are largely preventable.[7] • In 2012 American businesses spent $579B on group health insurance.[8] • Companies that have highly effective health programs have lower healthcare costs (more than $1,600 per employee) than companies with less effective health programs.[9]

DRIVER	EVIDENCE
Increase workplace productivity	• Wellness programs can help each employee avoid 2 sick days a year.[10] • A 2010 Harvard study found that large employers who adopt employee wellness programs see "substantial returns" including absentee day costs falling by about $2.73 for every dollar spent.[11] • Organizations with strong wellness programs had lower rates of obesity than "low-effectiveness" companies and 18% lower unplanned absence rates.[12] • In an Aflac survey of 5,000 American employees conducted in 2014 by Research Now, 63% of employees said their companies' health and wellness program affect their productivity.[13]
Increase employee engagement	• According to a 2012 survey, US employees who say they have the opportunity to make a direct social and environmental impact through their job report higher satisfaction levels than those who don't, by a 2:1 ratio.[14] • Globally, employees are eight times more likely to be engaged when wellness is a priority in the workplace. In organizations perceived as actively promoting health and wellbeing, 55% of employees reported being engaged. In organizations not so perceived, by contrast, only 7% of employees reported being engaged. This is a 48% differential.[15]
Recruit and retain talent	• 83% of US graduate students are willing to take a 15% salary cut for a job that makes a social or environmental difference in the world.[16] • More than 89% of employees said the range of a company's health and wellness benefits is either "very important" or "somewhat important" in their choice of employer.[17] • 66% of employees say their companies' health and wellness programs affect their loyalty and 53% of employees said their employer benefits affected their decision to leave.[18]

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Conclusion

You are now equipped to champion the healthy business concept with your key internal stakeholders.

If you have suggestions on how we can improve this Guide or if you would like to share your own challenges and successes in selling healthy business initiatives, please get in touch with the Healthy Business Coalition at:

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