

CREATING A GLOBAL WELLNESS STRATEGY: GOING BEYOND TRANSLATIONS



Dr. Will Clower
Founder / CEO
Mediterranean Wellness

Table of Contents

Executive Summary	3
North America	4
Summary	4
Graphs	5
Program Responses	6
Culturally Relevant Solutions	7
Europe, Middle East, Africa	8
Summary	8
Graphs	9
Program Responses	10
Culturally Relevant Solutions	11
Asia Pacific	12
Summary	12
Graphs	13
Program Responses	14
Culturally Relevant Solutions	15
Latin America.....	16
Summary	17
Appendix	18

Executive Summary

Profound barriers often stand in the way of multinational corporations delivering wellness solutions into other countries. Their most fundamental issue is also the most difficult to manage: our own assumptions about wellness programming do are not those of cultures. Because of this, our wellness approach, our main health issues, the wellness tactics used to address them, and the actual programs themselves will all need to be tailored.

Some cultures are predisposed to a personal, private approach to health while others prefer public accountability such as team activities. Some favor competitive challenges, while others do not. Some cultures structure their wellness approach to lower health care costs, while others simply want to create greater morale and productivity. Understanding this broad variation is essential to delivering meaningful content across the populations; what works in the US might not work in Australia, even though they both speak English.

The second issue that companies face is also the easiest to address: language. Although many translation programs are available to quickly and cheaply turn English nomenclature into any other language, the translations lack quality. A better solution is to use a service that involves human translators. This is the most expensive solution, however, the product will be better and therefore more effective at communicating and improving healthy behaviors.

To help us understand different wellness needs and wants across cultures, we surveyed site Wellness Champions (employees that are the wellness leader/contact) at 68 locations within a large global corporation to determine four aspects of global wellness programming, including:

- The overall wellness strategy.
- The top health issues driving wellness decisions.
- The kinds of programs used to address those issues.
- The specific programs that work best for that culture in four categories:
 - Nutrition, Weight Loss, Stress, Activity

We then broke these responses down by region, and compared them to published data on the wellness preferences of worksites across regions. Finally, based on these combined datasets, recommendations were made for providing culturally relevant content on the basis of geographical location.



North America

Most of our data came from sites within the United States. Unlike all of the other regions, locations within the United States are primarily concerned about using wellness programs to help reduce health care costs and secondarily to improve productivity. That said, this trend is shifting as a number of sites have indicated that they are more concerned about improving employee morale and productivity.

The main health risks reported by these sites include: low physical activity, poor nutrition, and chronic diseases (heart disease, stroke, and diabetes). These concerns are reflected in the wellness strategies adopted at their workplace, which can include activity challenges, biggest loser style weight loss programs, health risk assessments, and flu shots.

Note: Canada

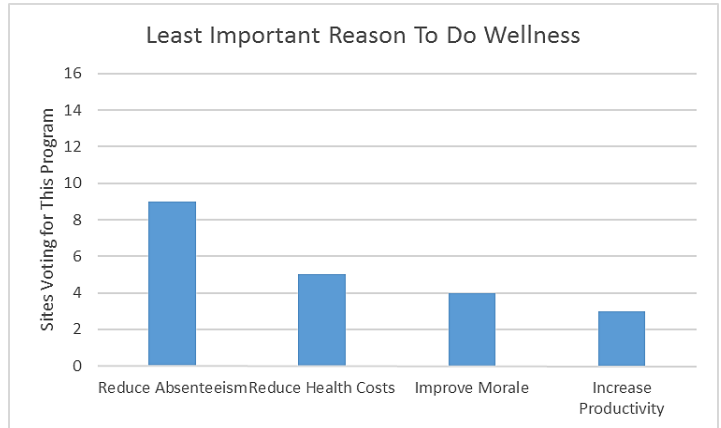
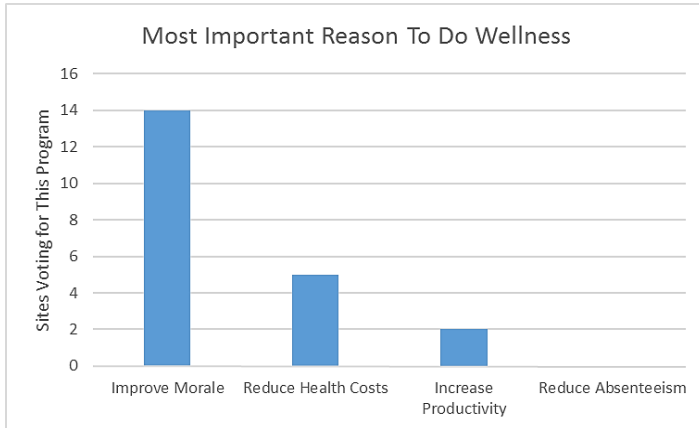
To a much lesser degree, sites in Canada are concerned about controlling health care costs. However, a larger issue for them is to improve productivity and create a better working environment for the employee.

Likewise, their most pressing specific health concerns are: managing work/life balance, stress and consequences of chronic stress. To address these, they want to make sure employees are immunized, have flu shots, educational online tools, and health classes for lifestyle coaching.

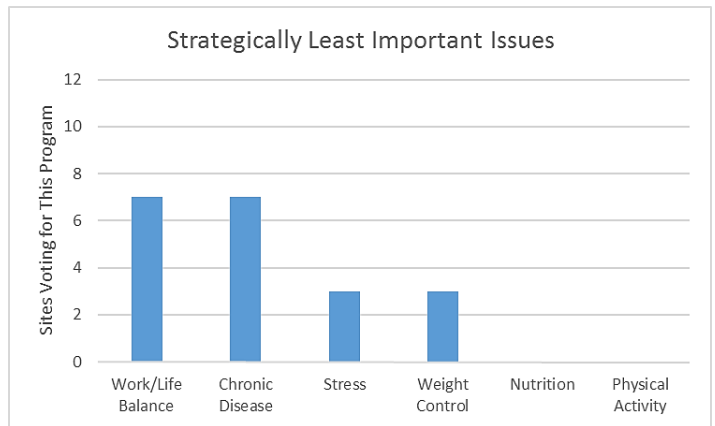
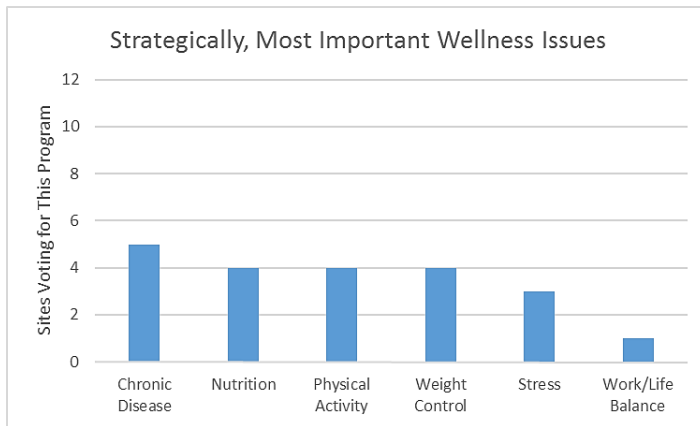
North America

We asked Wellness Champions to rank (from most important to least important) the wellness issues below. This reciprocal ranking method allows a more stark preference distribution.

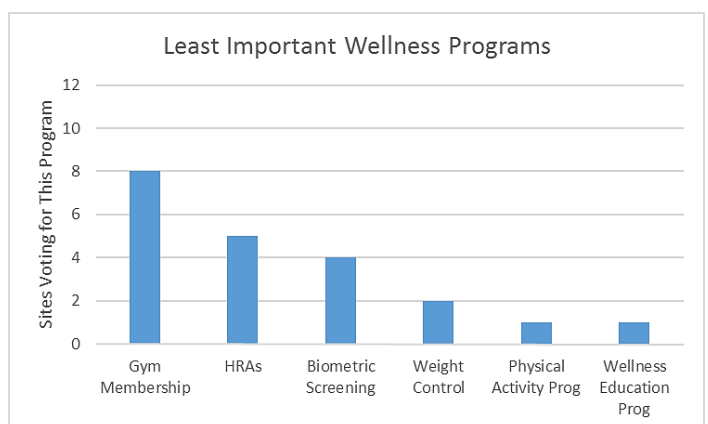
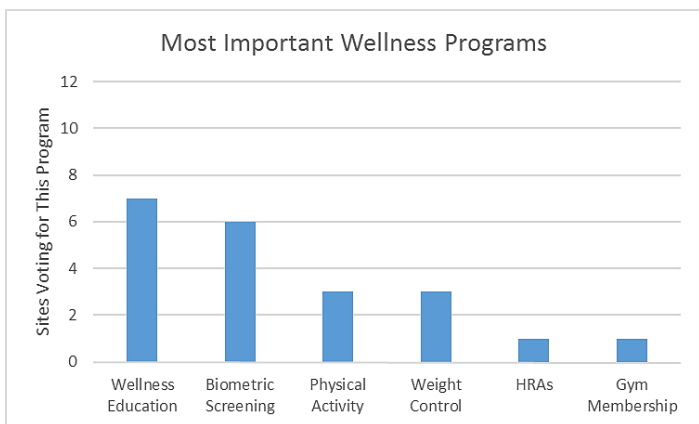
Strategically, The Most/Least Important Reasons For Your Site To Do Wellness Programs



Health Issues Most/Least Driving Wellness Programming



Tactically, What Kinds of Programs Work Best/Worst For Your Culture



North America

WHAT ARE THE PROGRAMS IN EACH CATEGORY THAT WOULD WORK WELL FOR YOUR SPECIFIC POPULATION?

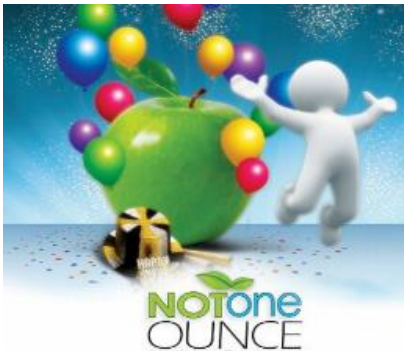
NUTRITION	<p>Nutrition programs</p> <p>Nutrition education information</p> <p>Coaching on recipes / Cooking</p> <p>Onsite expert visits</p>
WEIGHT CONTROL	<p>Biggest loser style</p> <p>Challenges (almost all sites listed this)</p> <p>Nutrition education</p>
FITNESS	<p>Sport challenges</p> <p>On site run/walk groups</p> <p>Gym membership</p> <p>Yoga</p>
STRESS	<p>Lunch-and-learn on stress management</p> <p>On site massage</p> <p>Yoga / meditation</p> <p>Messaging with stress tips</p>

North America

CULTURALLY RELEVANT SOLUTIONS:

1. Sites in North America favor programs based on competitions, and particularly those focused on weight loss and fitness.
2. Activity challenges using wearable technology such as Fitbit, with self-created teams and custom competitions.
3. All competitions should also add incentive points for motivation.
4. Nutrition education should be presented in brief snippets to be useful for these groups. They will be more relevant if tied into practical applications such as cooking.
5. Yoga is a growing trend, but it should be noted that it is stratified by demographic. Manufacturing groups are much less likely to use this service.

SPECIFIC EXAMPLES FROM MEDITERRANEAN WELLNESS:



NOT ONE OUNCE

The 4-month program that invites you to simply not gain weight. Initial weigh-ins are followed by themed monthly and weekly posters coaching employees to keep it under control. Monthly – and then final – weigh outs determine incentive prizes for those who gain “Not One Ounce.”



STEP IT UP

Build your own teams and taking steps to step up your fitness in the right direction. This challenge challenges you to log 10,000 steps in a day, challenge other teams, and win prizes along the way.



BIOMETRIC META-CHALLENGES

These challenges can walk you through the steps you need to take to help bring your biometric risk back under control: for cholesterol, blood pressure, triglycerides, and BMI. Of course, as with all medical conditions, please be in contact with your doctor about your numbers.



EMEA: Europe, Middle East, Africa

This grouping is made up of dramatically different cultures. For this report, the majority of responding sites are from Europe, although there were a subset from Africa. Strategically, these sites are concerned about improving employee engagement and morale as a way to improve productivity.

The main issues driving strategy include chronic diseases, physical activity, and stress reduction. In order to address these health issues, they deploy on-site programs specific to nutrition and stress. Unlike their North American counterparts, their activity programs center less on individual goals and outcomes, and more on creating teams or leagues among the employees at the site.

Note: Africa

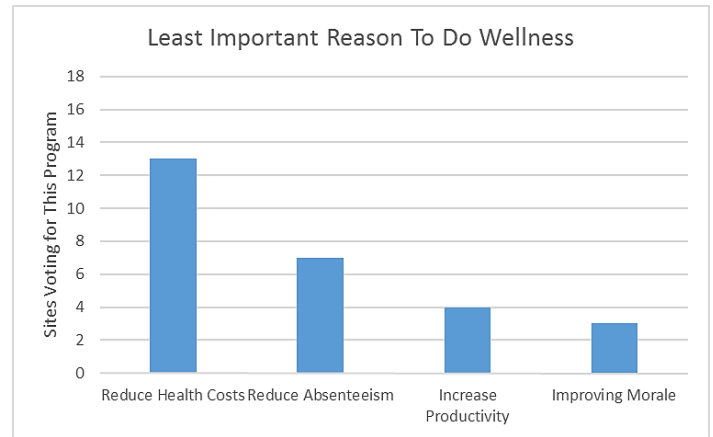
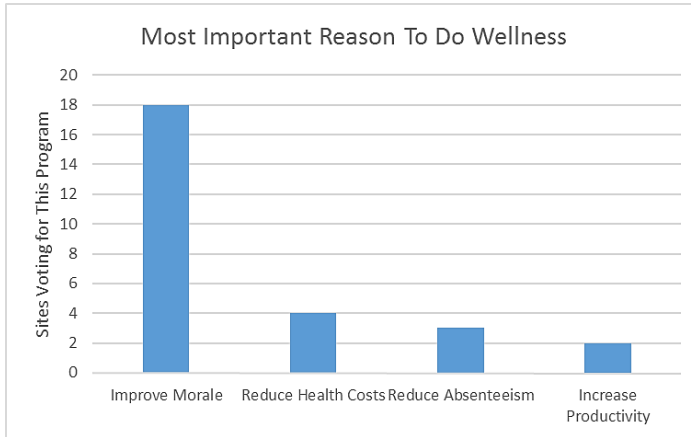
The sample size in our survey of the African sites is anecdotal, but aligns with other published reports from site locations in this region. Their overall objectives focus on very basic issues, exemplified in this response: *"in Senegal we are facing different health issues such as malaria, Ebola."*

As such, sites seek to create the conditions that allow for greater productivity and lower absenteeism. These are delivered by a focus on issues such as infectious diseases, work/life balance and stress. To realize these goals, they have screenings, onsite and online programs directed to work/life balance and nutrition.

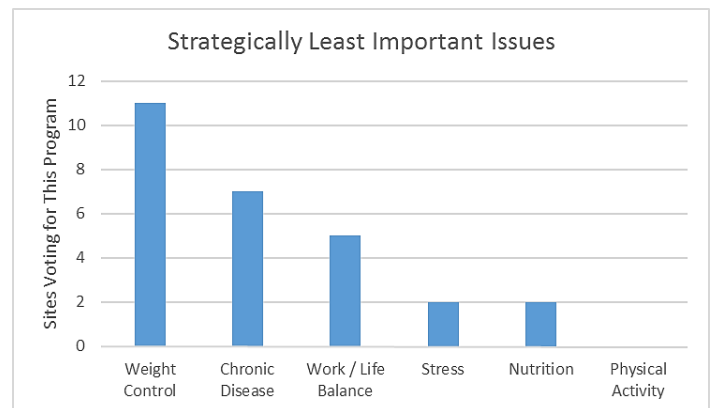
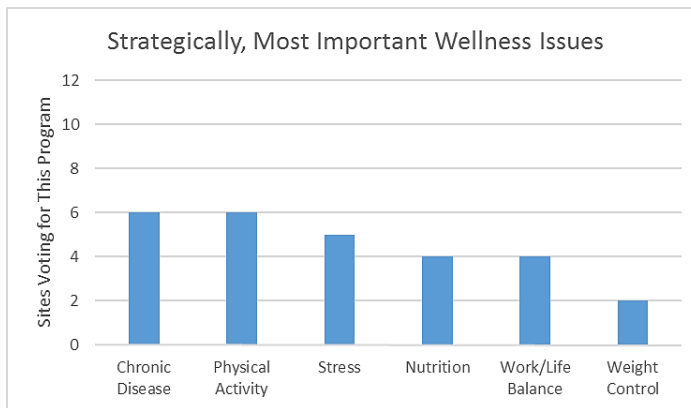
EMEA: Europe, Middle East, Africa

We asked Wellness Champions to rank (from most important to least important) the wellness issues below. This reciprocal ranking method allows a more stark preference distribution.

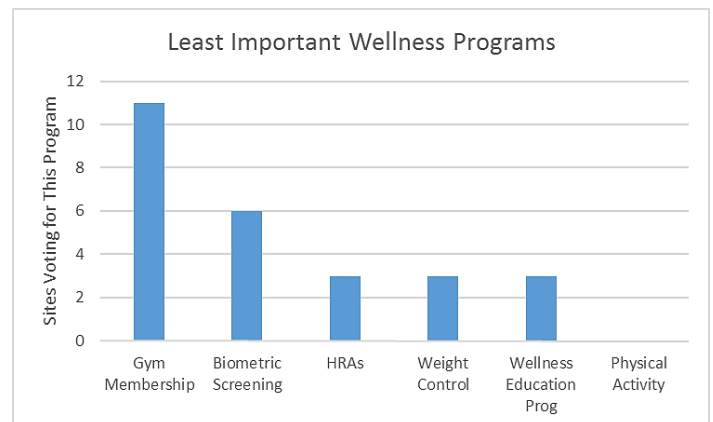
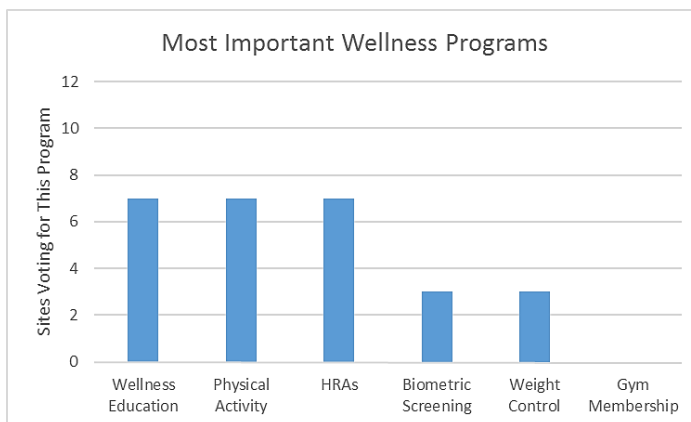
Strategically, The Most/Less Important Reasons For Your Site To Do Wellness Programs



Health Issues Most/Less Driving Wellness Programming



Tactically, What Kinds of Programs Work Best/Worst For Your Culture



EMEA: Europe, Middle East, Africa

WHAT ARE THE PROGRAMS IN EACH CATEGORY THAT WOULD WORK WELL FOR YOUR SPECIFIC POPULATION?

Nutrition	<p>Fresh fruit program</p> <p>Nutrition education</p> <p>Recipes/cooking</p> <p>Onsite expert visits</p>
Weight Control	<p>Onsite visits from expert</p> <p>Nutrition education</p> <p>Sporting activities</p> <p>Weight loss challenges</p>
Fitness	<p>Activity clubs for run, walk, bike, football</p> <p>Team competitions</p> <p>Yoga</p> <p>Gyms</p>
Stress	<p>Massage on site</p> <p>Stress resilience workshop</p> <p>Work/life balance</p> <p>Messaging w stress tips</p>

EMEA: Europe, Middle East, Africa

CULTURALLY RELEVANT SOLUTIONS

1. European sites should receive programs and challenges that foster activity clubs, team building, and team activities (particularly soccer).
2. Respondents indicated alternative means to engage weight concerns, rather than traditional emphasis on weight tracking strategies. These include sporting activities, nutrition education, and onsite visits from coaching experts.
3. Their nutritional programs were less focused a molecular approach, rather than lifestyle patterns and strategies: such as general nutrition education, recipes/cooking, and fresh fruit programs.
4. The stress component should focus on strategies to improve work/life balance, as well as a consistent call to have messages on site.

SPECIFIC EXAMPLES FROM MEDITERRANEAN WELLNESS



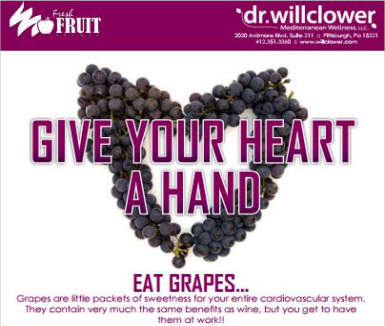
TRIP AROUND THE WORLD

Circle the globe. 24,000 miles. 64.7 million steps. Seriously, you can do this, but you're going to need some people on your team. This challenge challenges you to team up, add your steps, and lap this Earth!



BETTER SLEEP CHALLENGE

Zero-calorie sleep helps control weight by controlling the cortisol stress hormone in your body. This challenge challenges you to get a good night's sleep.



FRESH FRUIT PROGRAM

Attractive messaging to educate and motivate employees to select fruit as a snack. Can be paired with site leaders bringing in Fresh Fruit once weekly to supplement this poster program.



Asia Pacific

Like the European sites, Asia Pacific had a clear strategic focus on employee wellbeing, with no concern about health care costs. Respondents clearly favored increasing employee morale as the more important strategic approach, and (cost + absenteeism) was the least important.

Even though they stated a clear need to address physical activity, the outlet for this involved the formation of worksite teams and groups, rather than individual efforts such as gym memberships or tracking programs. There was a tendency too for this group to favor lifestyle solutions for wellness goals such as weight loss, physical activity, stress, and nutrition.

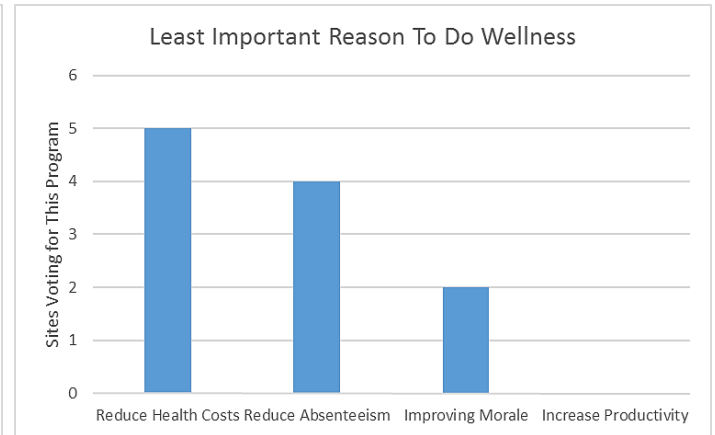
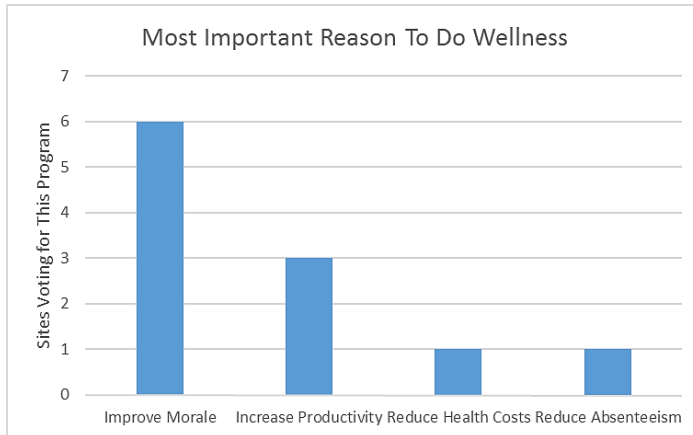
Australia Note:

The sample size from Australia was anecdotal, but indicated a pattern closer to the North American tendency to create individual rather than group activities. There was also a focus on activity.

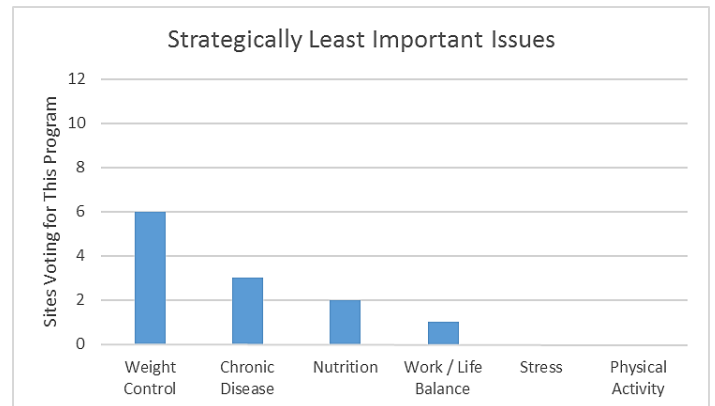
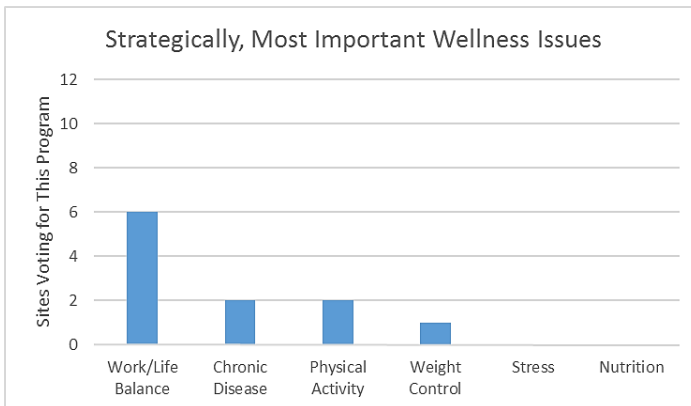
Asia Pacific

We asked Wellness Champions to rank (from most important to least important) the wellness issues below. This reciprocal ranking method allows a more stark preference distribution.

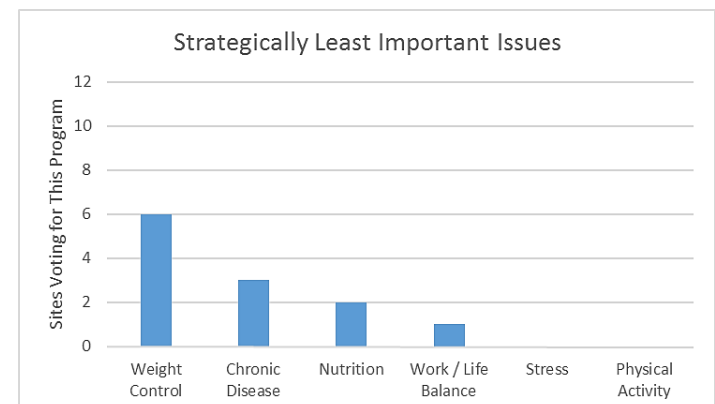
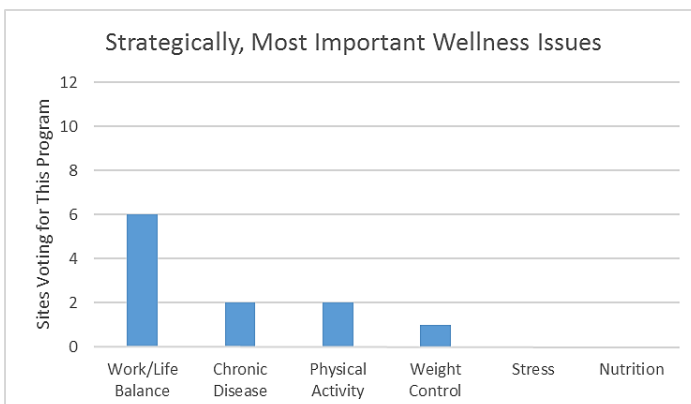
Strategically, The Most/Least Important Reasons For Your Site To Do Wellness Programs



Health Issues Most/Least Driving Wellness Programming



Tactically, What Kinds of Programs Work Best/Worst For Your Culture



Asia Pacific

WHAT ARE THE PROGRAMS IN EACH CATEGORY THAT WOULD WORK WELL FOR YOUR SPECIFIC POPULATION?

Nutrition	<p>Healthy recipes / cooking</p> <p>Nutrition education</p> <p>Onsite experts focus on biometric variables</p>
Weight Control	<p>Nutrition education</p> <p>Sporting activities</p> <p>Stretching / yoga</p> <p>Weight loss challenge</p>
Fitness	<p>Group games ping pong, badminton</p> <p>Run walk groups</p> <p>Yoga, meditation</p>
Stress	<p>Stress management classes</p> <p>Teambuilding activities</p> <p>Physical activity</p>

Asia Pacific

CULTURALLY RELEVANT SOLUTIONS

1. Nutrition programs were listed by respondents in combination with food preparation, and also as a means of weight control. Optimal programs and challenges would integrate these subjects.
2. Challenges that created teams for walking would be ideal for these groups, along with tournament style games, specifically for badminton and ping pong.
3. Yoga and meditation programs are favored, and would be complemented by group activities such as Family Day.

SPECIFIC EXAMPLES FROM MEDITERRANEAN WELLNESS



MEDITATION MORNINGS

Pre-set your mind for a lower stress response. Seriously. This challenge challenges you to set aside 15 minutes in the morning to change your physiology on the inside to benefit your mood on the outside.



CANCER FIGHTING FOODS

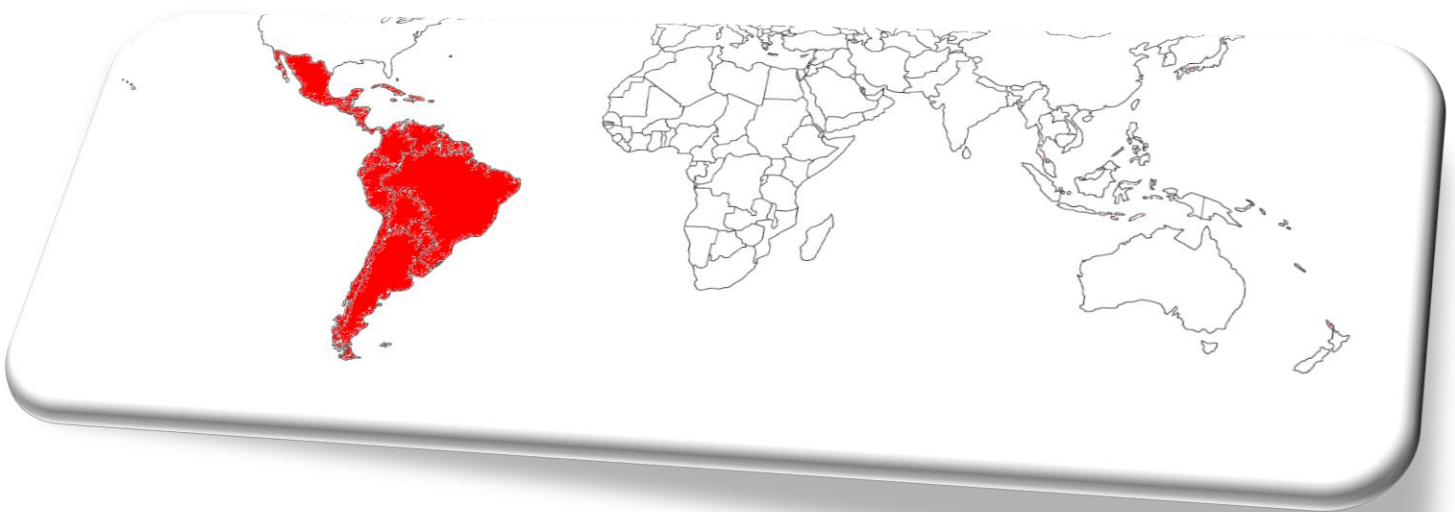
the best cancer fighters on earth are also the cheapest, but most people just don't know what to do with them! This challenge challenges you to get the list of cancer fighting foods, make them, and share them with your team for two months.

Group activity challenges: Planking, Sports Tournament



WORKSITE TOURNAMENT

We provide the structure for everything you need to structure, carry out, record, and deliver any team tournament you can think of. This is an ideal way to build teamwork, have fun, and get exercise at the same time!



Latin America

The few sites in Latin America that responded indicated that the main imperative for this region was to increase productivity, while decreasing absenteeism. To reach these goals, they focus on nutritional awareness and education, such as a Fresh Fruit Program and Grocery Store Tour.

Weight control was definitely a concern but there was no consensus among the few responding sites on a common strategy: dietitian consults, group exercise, Cooking for Health programs, and competitive weight control programs were also mentioned.

Suggestions for fitness programming included group activities, and specialized coaching for strength and endurance. Stress management programs included on site massages, sports activities, and one on one counseling.

Summary

In providing wellness programming and challenges for sites in many cultures, we would recommend providing the range that reflect the content they're looking for, as well as the delivery model they're most accustomed to.

US sites would be best served through programs that include competitions. These would focus on nutrition education, weight loss competitions (such as our yearly "Not One Ounce" fall program), and Fitbit style activity challenges. There does seem to be a call for stress resiliency education, as well as on site massage and yoga.

By contrast, European sites would be best served through programs and challenges that focus on activity clubs, team building, and team activities (particularly soccer). Their need to reduce health care costs is just not there. Nutritionally, they would have a focus on eating patterns – particularly as they relate to optimal nutrition and food preparation. Stress resiliency is a larger issue for them than the US sites, and is delivered through messaging programs and on-site seminars.

Programs and challenges for the Asia Pacific sites would meet their needs by focusing on food preparation and nutrition. Yoga and meditation programs would complement group activities such as Family Day, and group games such as badminton and ping pong. Accounting for health care costs and weight control programs are minor concerns at best.

Appendix: Direct Cultural Comparison

In this appendix, we emphasize cultural comparisons by displaying the topic data across regions, rather than within region and across topics. This allows an at-a-glance view that contrasts their responses to each question.

Question 1: Why do wellness at all? What are the main strategic reasons for wellness.

This question asks about the priorities each site has for engaging in wellness in the first place. Reducing health care costs? Creating a healthier workforce? Improving employee morale? Each preference will inform a different overall strategy for engagement.

It has traditionally been thought that worksites in the United States base their strategy for wellness programming mainly on reducing health claims costs. We found that this trend is reversing. While the importance of health claims costs do contribute disproportionately to US wellness strategy, it is heartening to see that a number of sites respond that their number one concern is to improve employee morale and decreasing presenteeism.

For Asia/Pacific and also Europe, the top strategic objectives for doing wellness programs in the first place centered around improving employee moral/engagement.

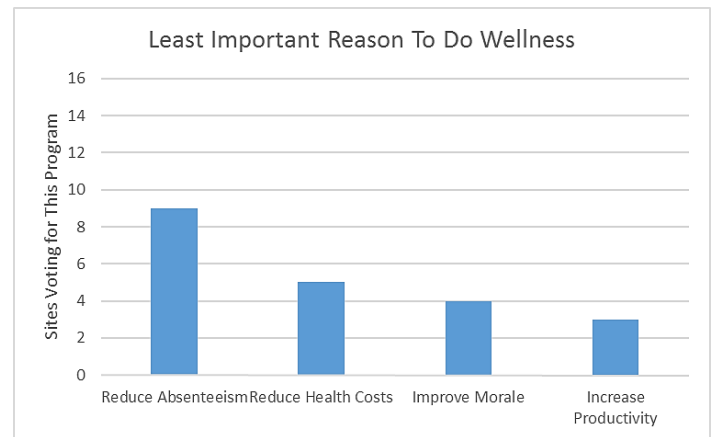
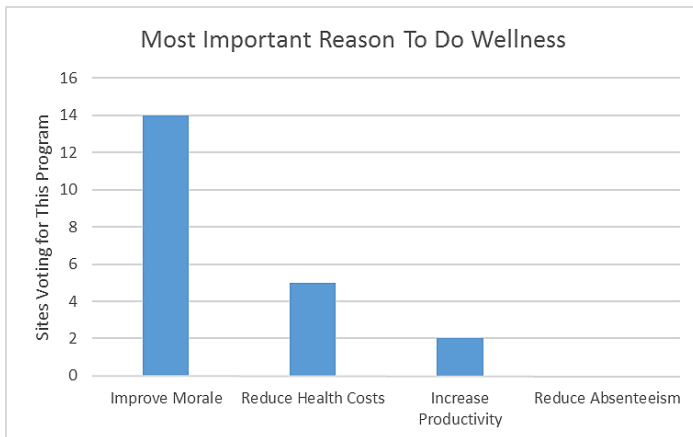
This is highly contrasted with the least important reason for them to engage in wellness programming: to reduce health care costs.

CREATING A GLOBAL WELLNESS STRATEGY

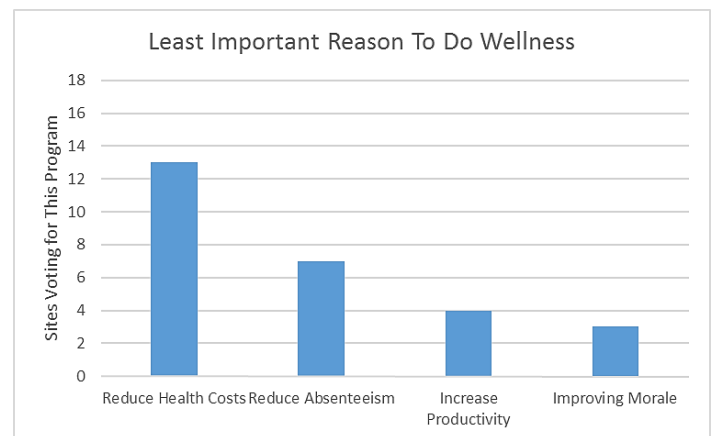
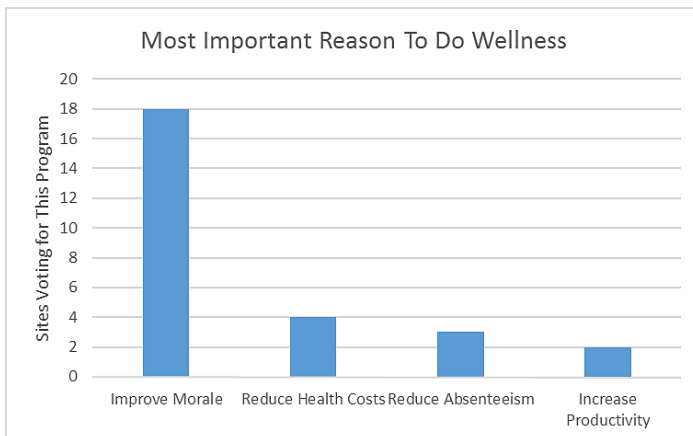
COMPARING ACROSS CULTURES

STRATEGICALLY, THE MOST/LEAST IMPORTANT REASONS FOR YOUR SITE TO DO WELLNESS PROGRAMS

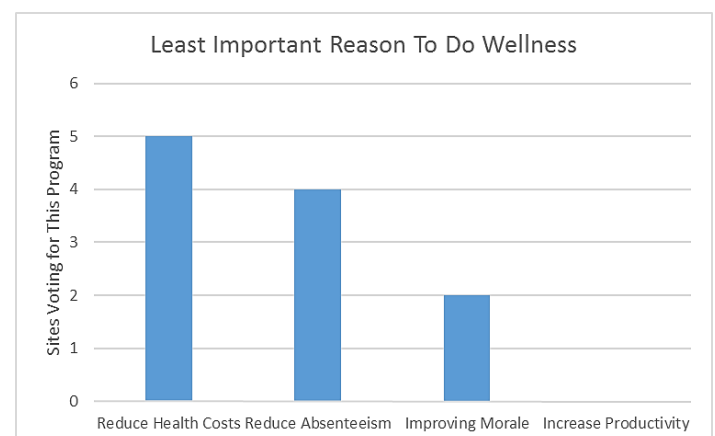
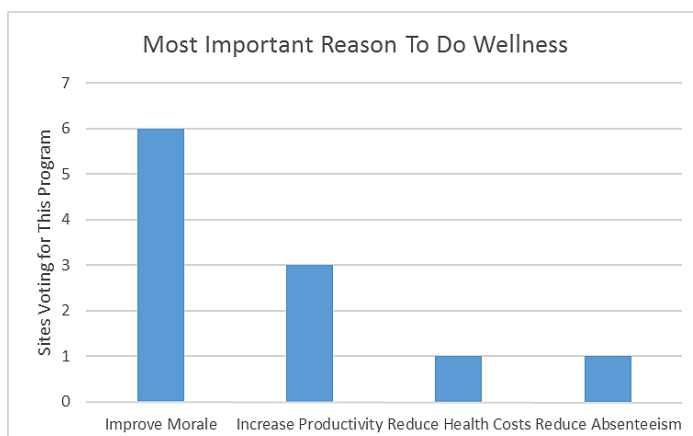
North America



EMEA



Asia Pacific



TOP ISSUES DRIVING WELLNESS DECISIONS

Specific cultures have wellness issues that most concern them most. These issues can vary along a couple of basic lines: content and delivery model. It's also important to keep in mind that there is broad overlap between cultures and their preferences. That said, there are definite tendencies.

North American employees – and to some extent those of Latin America – favor information delivered through technology such as wearable devices, apps, and other electronic means. European and Asian groups are more likely to favor group education, person to person engagements, and team building.

As for the content in Asia Europe and Africa, many cite stress as a top issue driving wellness decisions. We found that Asia/Pacific rated handling Work/Life balance as the more important strategic concern, whereas the US groups ranked Work/Life balance as the least relevant issue affecting their decision making.

In Europe, there was not a lot of uniformity about the most important issues. However, weight control was absolutely not a driver for them.

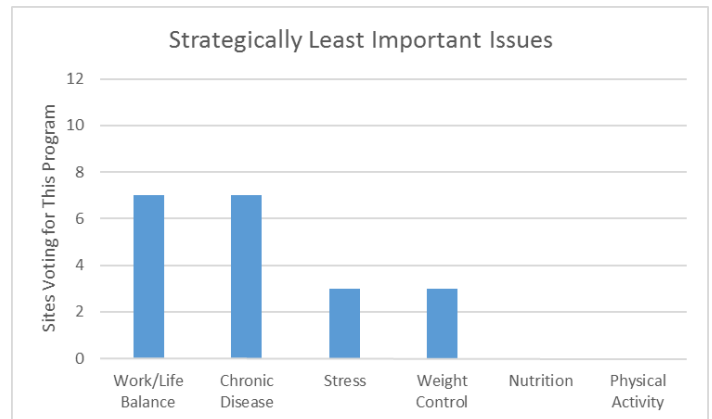
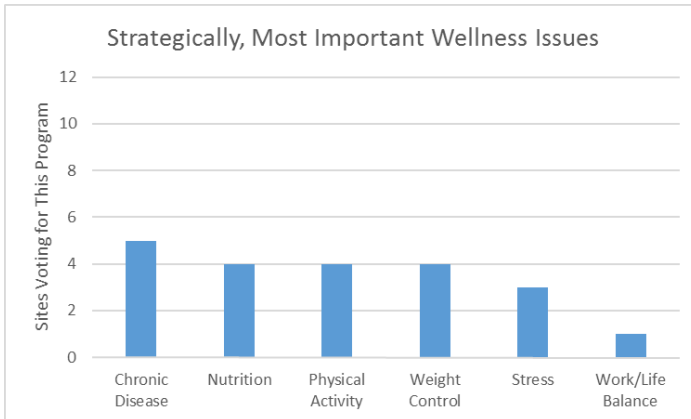
In Asia/Pacific, the results were more clear. Work/Life balance was a strong motivator, and weight control was not.

CREATING A GLOBAL WELLNESS STRATEGY

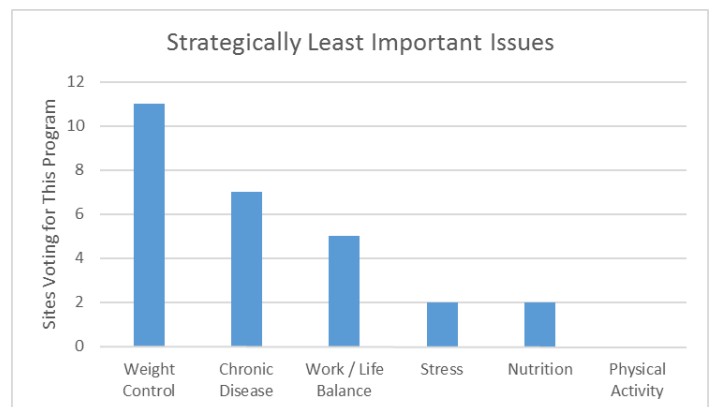
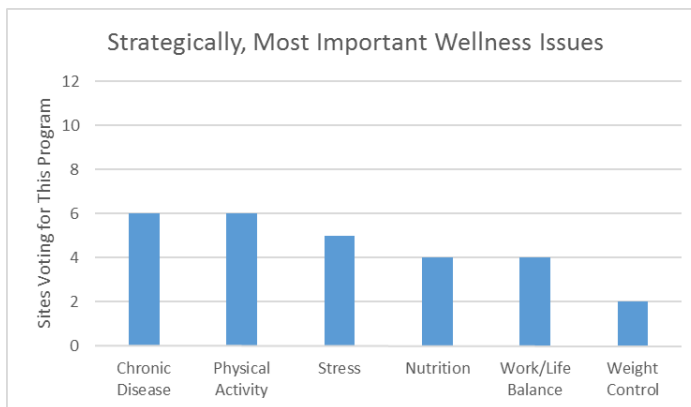
COMPARING ACROSS CULTURES

THE MOST PROMINENT ISSUES THAT INFORM YOUR WELLNESS STRATEGY

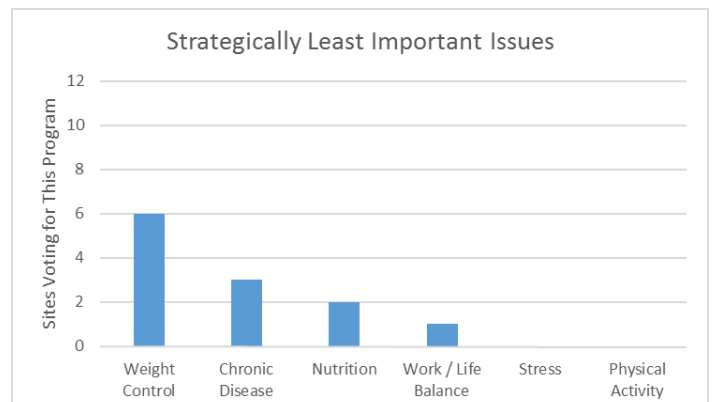
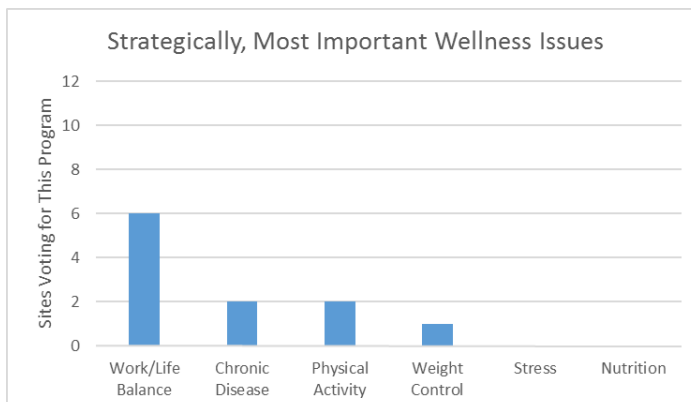
North America



EMEA



Asia Pacific



AT THE TACTICAL LEVEL

To reach their strategic goals, employers turn to a broad range of specific wellness programs and offerings. We wanted to find out which of these programs were more popular by region.

One of the most consistent findings in this dataset is the fact that gym memberships are considered the least important of all possible programs. This did not vary by region.

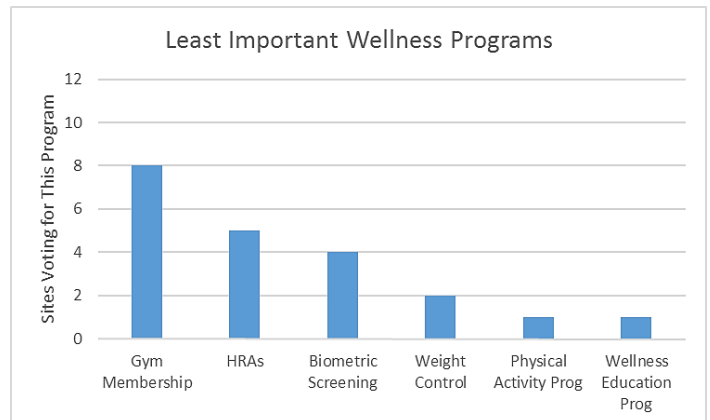
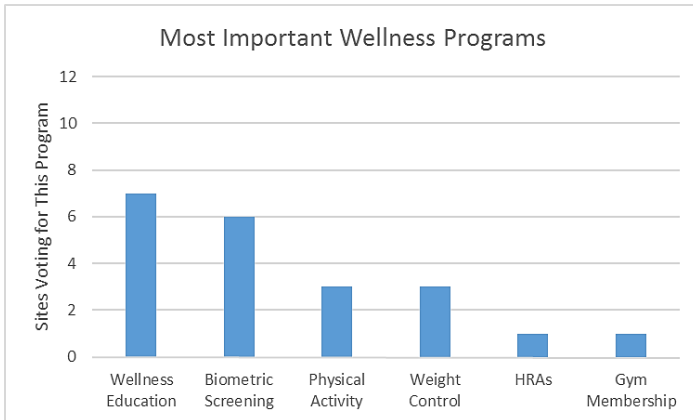
A clear difference was seen between regions in terms of the importance of Health Risk Assessments. The US sites ranked them as less important components, whereas European sites ranked them as being just as important as wellness education and physical activity.

CREATING A GLOBAL WELLNESS STRATEGY

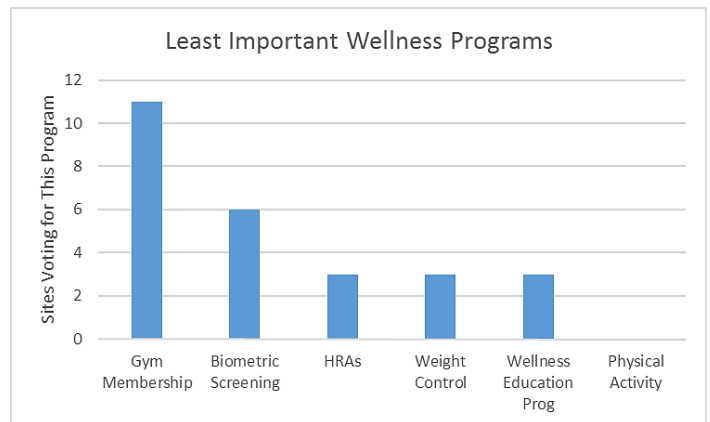
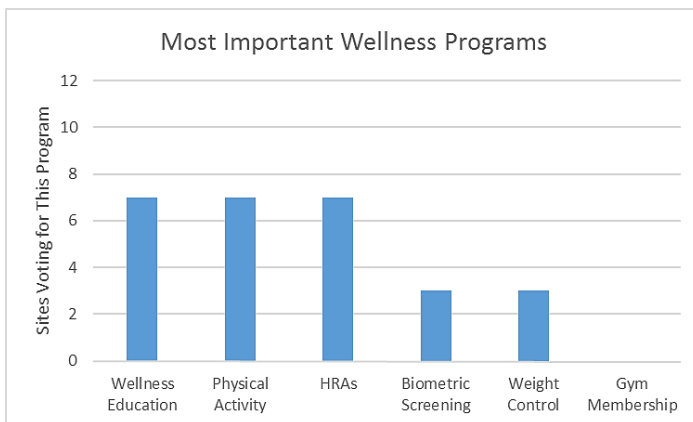
COMPARING ACROSS CULTURES

TO ADDRESS THE MOST PRESSING HEALTH ISSUES,
WHICH KINDS OF WELLNESS PROGRAMS ARE MOST/LEAST IMPORTANT?

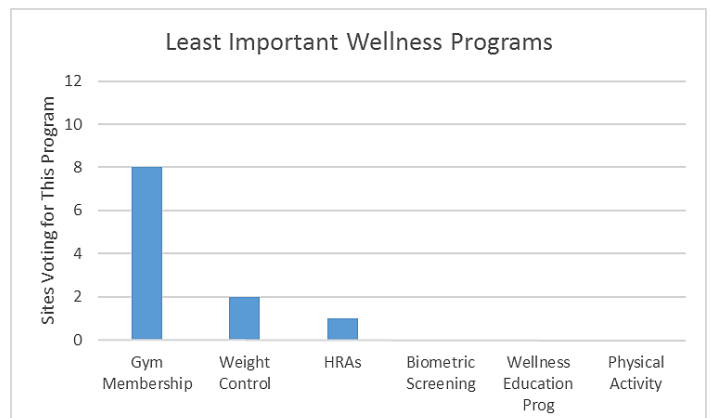
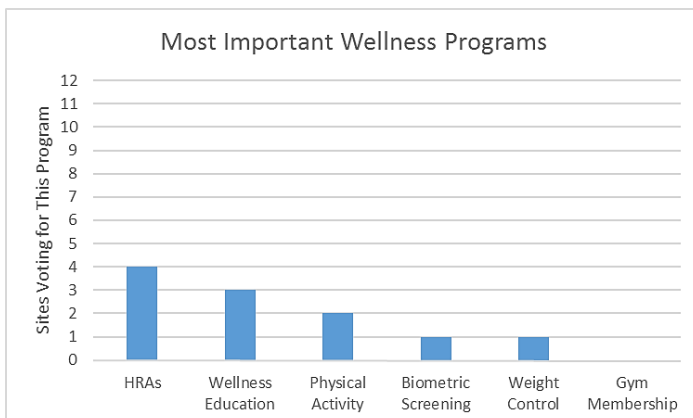
North America



EMEA



Asia Pacific



COMPARING ACROSS CULTURES

AT THE IMPLEMENTATION STAGE,
WHAT ARE THE SPECIFIC PROGRAMS THAT WORK IN YOUR CULTURE?

What are the most relevant **nutrition** programs that work in your region?

US	EMEA	ASIA/Pacific
Nutrition programs Nutrition education information Coaching on Recipes / Cooking Onsite expert visits, lunch and learns	Fresh Fruit program Nutrition Education Recipes/Cooking Onsite expert visits	Healthy recipes / cooking Nutrition education Onsite experts focus on biometric variables

What are the most relevant **weight control** programs that work in your region?

US	EMEA	ASIA/Pacific
Biggest loser style Challenges (almost all) Nutrition education	Onsite visits from expert Nutrition Education Sporting activities Weight loss challenges	Nutrition education Sporting activities Stretching / Yoga Weight loss challenge

What are the most relevant **fitness** programs that work in your region?

US	EMEA	ASIA/Pacific
Sport Challenges On site run/walk groups Gym membership Yoga	Activity clubs for run, walk, bike, football Team Competitions Yoga Gyms	Games ping pong, badminton Run walk groups Yoga, meditation

What are the most relevant **stress** programs that work in your region?

US	EMEA	ASIA/Pacific
Lunch and Learn on Stress Management On site Massage Yoga / Meditation Messaging with Stress Tips	Massage on site Stress Resilience workshop Work/Life Balance Messaging w Stress Tips	Stress Management classes Teambuilding activities Physical Activity