



**2012**

# Technology + Employee Wellness Survey Report

How Innovative Employers Are Using Technology  
to Improve Employee Health

Produced by



**context**  
[communication consulting]

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# Introduction

The way we approach health is changing dramatically. We're shifting from a system that focuses on disease to one that focuses on wellness, from one that's fractured to one that's integrated, and from one where individuals are passive players to one where they're empowered.

One of the driving forces behind this shift is the advent of health technology. Mobile apps, social networks, games, and devices are aiding individuals in their pursuit of better health by making obscure health concepts comprehensive, difficult lifestyle changes more approachable, and the once solitary medical journey social. Are employers leveraging these tools? If so, how and to what effect?

In order to examine the precise manner in which technology is changing and supporting employers' approach to health promotion and workplace wellness, ShapeUp and context communication consulting administered the first annual Technology + Employee Wellness Survey. The survey sought to answer:

- What technologies are employers using to promote employee health?
- What specific health objectives do employers use technology for?
- What percentage of senior leaders supports the use of technology for employee health?
- What are the barriers to adoption? And what's the potential upside?

More than 350 companies participated and offered their points of view on health, technology, and communication strategy. The data confirms a rapid rate of technological adoption and reveals approaches that work, attempts that need refinement, and areas ripe for innovation.

The data and insights from this survey are a powerful tool for any employer seeking innovative ways to achieve important health outcomes. We look forward to hearing your feedback and to tracking the changes in adoption and use over the years ahead.

# Executive Summary

This report summarizes our 2012 survey and identifies trends, effective practices, and key findings for employers investigating the use of health technology for employee health engagement.

## Key Findings

Of all survey respondents:

- 64% cited **improving employee health engagement** as the primary goal of their company's health communication strategy.
- 89% believe their employees are interested in health technology tools, and 87% agree that **it's important to educate employees about these tools** even if they don't provide them.
- More than **one-half don't segment their audiences** to deliver targeted health communications.

Among employers who are currently using or considering using some form of health technology:

- 94% believe **health technology is instrumental in improving employee perceptions** of their wellness effort, while 93% believe it increases use of their wellness resources and 90% confirm it has a **positive impact on employee health engagement**.
- 56% are most likely to take their **first step with online competitions and challenges** to increase physical activity.
- There are different priorities for different tools. **91% currently use or plan to use forums and social networks and mobile solutions**, such as mobile-optimized sites and text messages, for general health communication. **70% currently use or plan to use tracking devices and sensors**, with 81% eyeing them for use with physical activity as well as weight management (41%) and biometrics (17%).
- Employers are most frequently concerned that **budget and staffing challenges will interfere with technology adoption** and success.
- Many consider **employee access to technology (65%)** and **implementation and maintenance costs (69%)** as barriers to employee health technology adoption.

## What Are Health Technologies?

We define health technologies as those tools available to and used by employers to underpin their health strategy and support and inspire their employees. We focused on social networking platforms, mobile solutions, tracking devices, and sensors—tools for individuals, not health systems or health providers.

## Key Findings, Cont.

Employers in early adoption or at the cutting edge of innovation:

- Are already well on their way with the use of health technology to boost employee health engagement. They're currently **using forums, social networks, mobile solutions, online competitions, and tracking devices** in significantly greater numbers than self-proclaimed late majority and laggard companies.
- Are more likely to agree that **technology adoption has improved the perception of their wellness efforts, increased use of their available wellness resources, and increased senior leadership support.**
- Have a **greater number of employees who own smartphones** and are able to receive employer-sent text messages, own tablets, and have regular Internet access (at work or at home). These companies are also more likely to use surveys to collect and validate this information.

## The Secrets of Innovators

Companies considering themselves innovators, early adopters, and even early majority adopters approach health similarly.

### Innovative Companies Have Innovative Leaders

Survey respondents from innovative companies were more likely to be innovators themselves. They were personally more inclined to incorporate incentive design and a failure-as-learning approach, and that commitment and openness have likely fueled the rapid change we're seeing in this field.

### Senior Leadership Understands the Value of Health Technologies

Senior leadership at innovative companies support the use of health technologies. They understand its value and demonstrate it to others, including employees. That trickles down to a broader use of health technology overall and to the use of technology-based communication channels as well.

### Innovators Make Greater Use of Technology-Based Communication Channels

Innovative companies are more likely to use the Internet to reach their audience than late majority adopters or laggards. The Internet is a critical tool for employers who want to reach and embrace the family members of employees, and companies who aren't using it are essentially missing a large opportunity to do so. Innovators also use video, podcasts, and webinars more than late majority adopters or laggards, who also have no plans to use tracking devices, sensors, mobile solutions, or forums. It may be some time before we see late majority adopters and laggard companies broadly adopting health technologies.

### Innovators Engage Hard-to-Reach Employees

Innovators are more likely to engage hard-to-reach employees, like offline, remote, and global employees, due to their embrace of social and mobile technologies that allow employees to participate regardless of location.

### Innovators Cite Their Inability to Measure Outcomes

Eighty-percent of companies who identify as innovators cite the ability—or should we say the inability—to measure outcomes as a barrier to effective adoption and use. Measurement of wellness return-on-investment is a thorny issue, and it seems health technology is not yet helping to make measurement easier.

## Innovation: What Does That Mean?

We asked respondents to identify where they would place their company in terms of its general technology adoption, considering these definitions:

- **Innovator** – The first to adopt technology
- **Early adopter** – The second fastest category to adopt technology
- **Early majority** – Adopt technology after a varying degree of time
- **Late majority** – Adopt technology after the average member of society
- **Laggard** – The last to adopt technology

# Adoption Trends: Social Networks, Mobile, and Devices

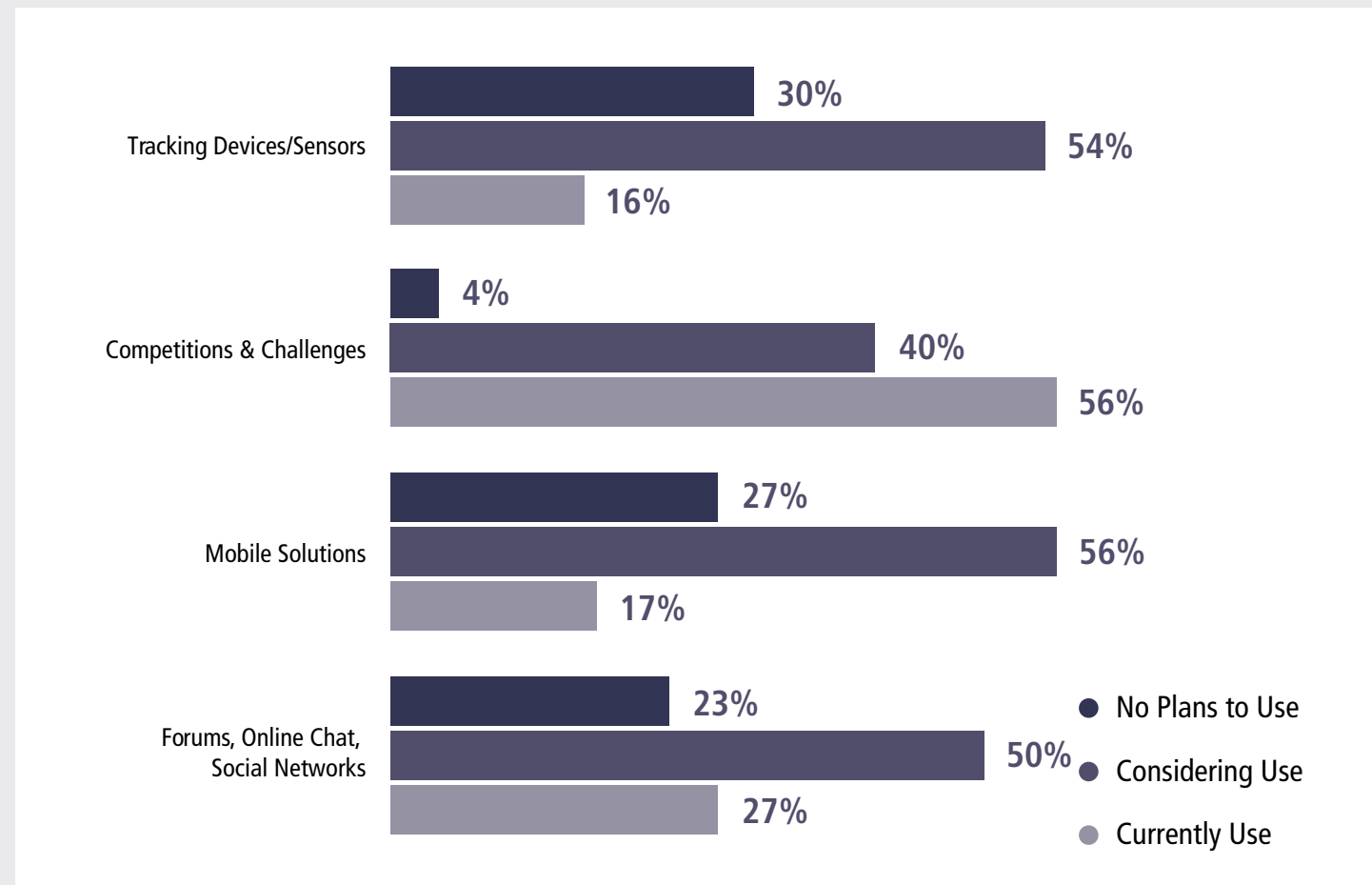
Facebook added 100 million users between September 2011 and March 2012. Smartphone application downloads jumped 28% between 2011 and May 2012, according to Nielsen. Smartphone ownership climbed to more than 50% of the American population. You don't have to read tea leaves to see the signs: The way we communicate has changed forever. As this technology maelstrom claims users in the consumer world, we wanted to know what employers are doing to keep pace.

## Online Competitions Have Been Widely Adopted

With most technologies, companies are taking a wait-and-see approach. Half of the participating companies are considering using tools such as forums, mobile-optimized content, and tracking devices to boost health engagement (see Figure 1). The most popular tool is online competitions and challenges, which 56% of companies currently use to increase participation and involvement.

Online competitions and challenges appear to be a first step toward technology adoption in general and social wellness solutions specifically. Employers who have embraced these tools are using either homegrown solutions or more sophisticated third-party platforms, depending on their company size and budget.

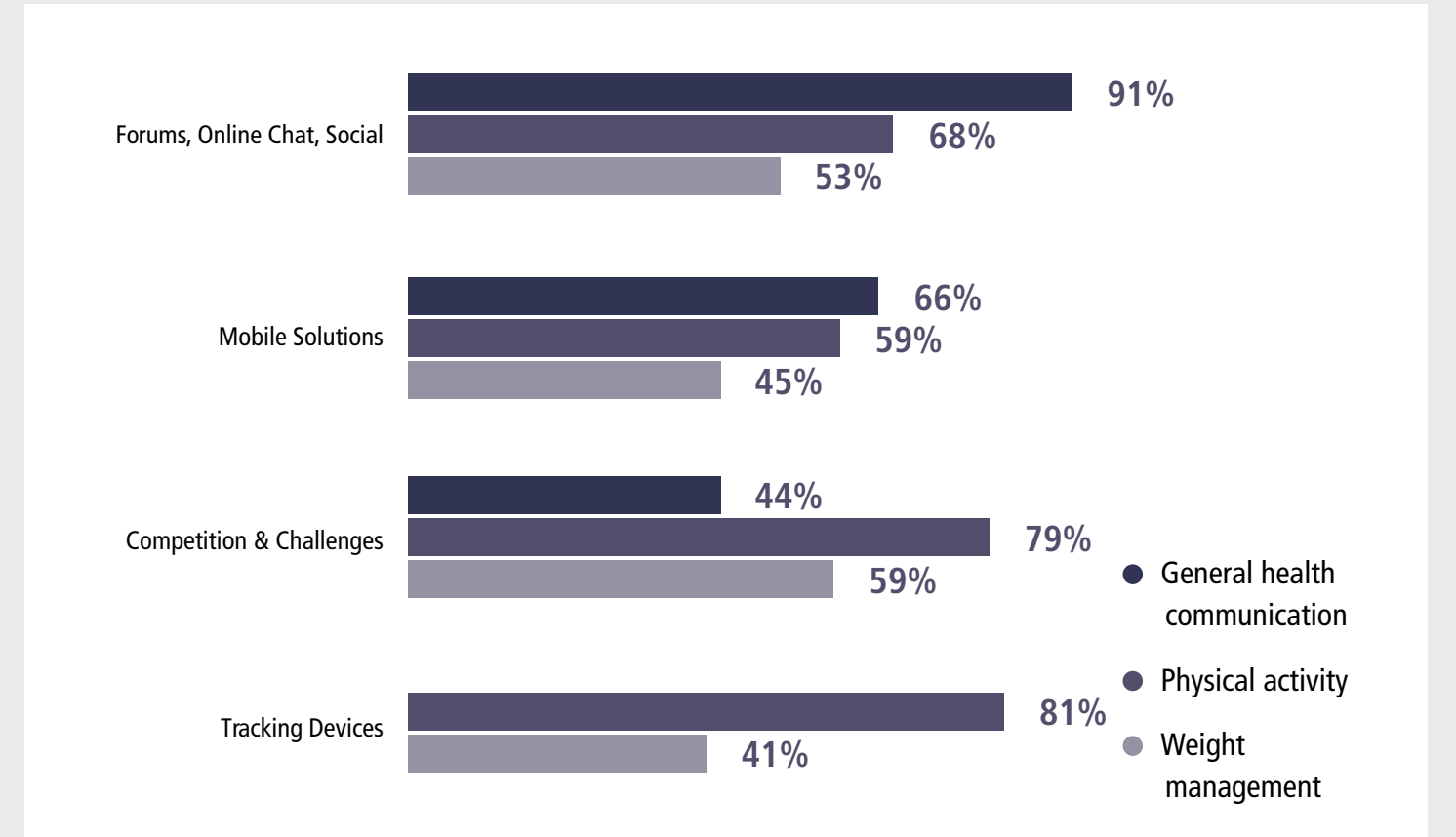
**Figure 1: Current and Planned Adoption of Available Health Technologies**



# Employers Use Technology for General Communication and Physical Activity

Employers who have adopted or plan to adopt health technologies focus their use on three primary areas: general health communication, physical activity, and weight management. This is consistent with the lifestyle behavior trifecta of weight management, exercise, and tobacco use that most employers are working to lessen or eradicate.

**Figure 2: Top Ways Employers Use Health Technology**



## Employee Technology Ownership and Use

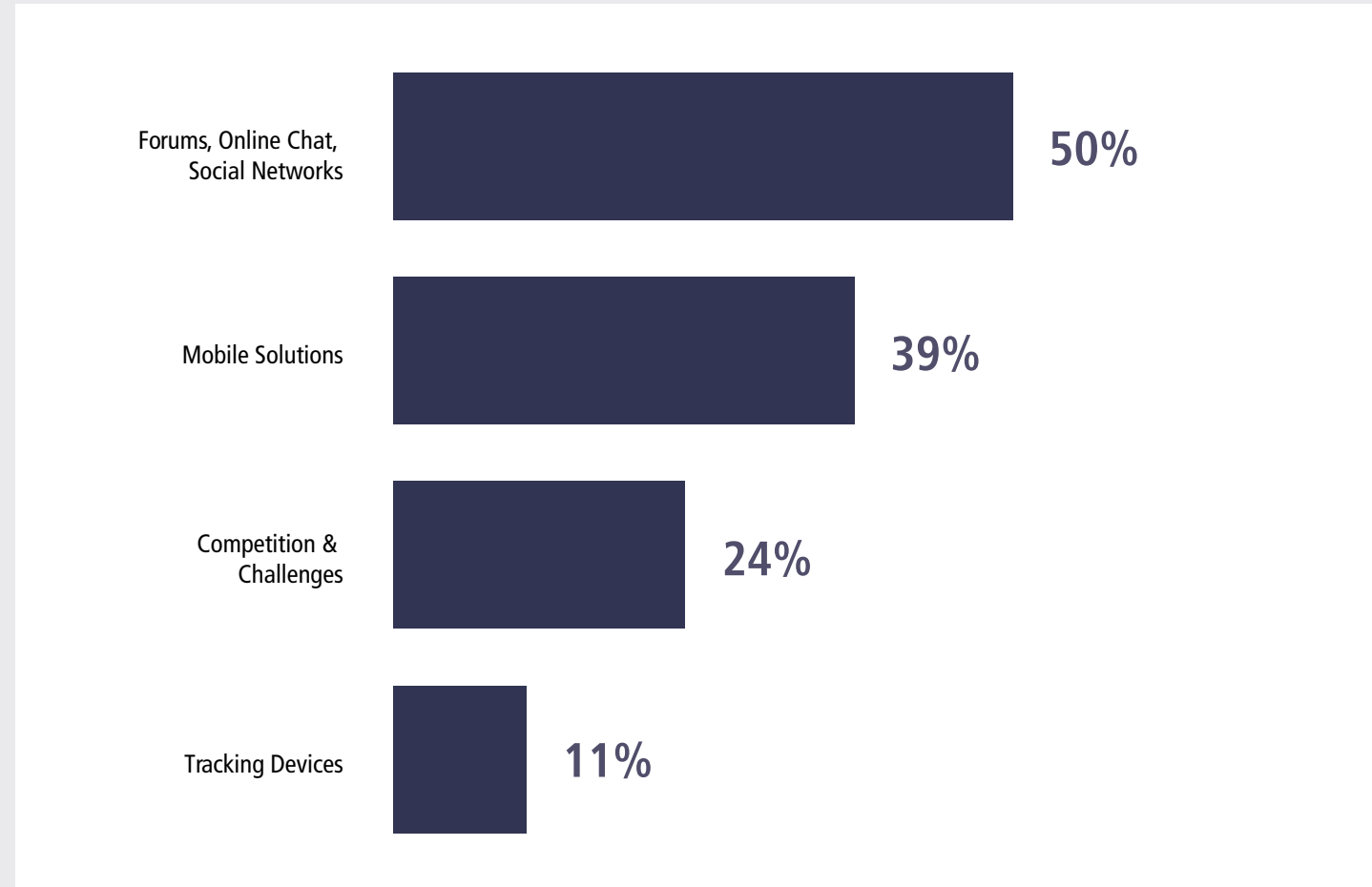
In order to adopt new health technologies, employees must first possess the necessary hardware. Good news: The large majority of employees at the companies surveyed are poised to embrace new technology.

Employees own smartphones	61%
Employees can receive employer-sent text message	58%
Employees have a company-funded tablet computer	9%
Employees with regular Internet access	79% at work 80% at home

## Health Coaching and Condition Management Get Technology Support

To a slightly lesser degree, employers also look to health technologies to support health coaching (see Figure 3) and condition management. A full 77% of survey respondents use or plan to use forums, chats, and social networks as part of their health coaching program, and 44% plan to use these tools as part of their approach to condition management.

**Figure 3: Technology Used or Planned to Use for Health Coaching**



The Pew Research Center's Internet & American Life Project has studied peer-to-peer health care and the use of social networks to support those with health concerns and their caretakers. In their study, "The Social Life of Health Information" (2011), they report that online resources, such as the advice gained from peers on discussion boards, are a valid and valuable source of health information for those in the U.S.

## Results and the Obstacles to Achieving Them

Like anything else, it comes down to results—and whether these tools help to realize them. Employers unequivocally believe their adoption of health technologies delivers the goods.

### Improved Use and Perception

We asked employers who are already using one or more health technology tools to tell us about the benefits. A full 90% agreed that the tools helped to better engage employees in their health, while 82% felt they delivered better health outcomes and 77% enjoyed cost savings.

The use of technology also delivered some unexpected return on investment: improved brand perception. Employees at companies using technology for health looked more favorably on their workplace wellness effort (94%), as did senior leadership (66%). With this enhanced perception came increased use of health technology (93%), which is an important step toward improved health outcomes and, ultimately, cost savings.

**Figure 4: Health Technology Helps Employers Achieve Goals**

Technology adoption has helped you:	Strongly Agree or Agree
Improve employee perceptions of our wellness effort	94%
Increase use of our wellness resources	93%
Engage our hard-to-reach employees (offline, remote, global, etc.)	72%
Increase employee engagement in their health	90%
Increase senior leadership support	66%
Achieve better health outcomes	82%
Achieve cost savings	72%

## Cost, Access, and Ability to Measure Effectiveness

We also asked these same companies to tell us what they felt prevented their desired results. Overall, the two top challenges cited were the cost to implement and maintain technologies and employee access to technology. When we focused only on the self-defined innovators, we noticed something: They viewed the ability to measure outcomes (80%) and communication effectiveness (70%) as the biggest challenges, whereas late majority adopters and laggards were more likely to see cost and access as barriers. The latter aligns with late majority adopters and laggards citing slightly lower home and work access than innovators, early adopters, and early majority employers. Because innovators have already adopted health technologies, and therefore no longer view costs or access as hurdles, they have instead advanced to addressing marketing and measurement challenges.

## Communication Strategy: Segments and Channels

Health technologies are tools that are inextricably linked to an employer's communication strategy. We wanted to understand what channels employers currently use and how they segment their audience.

### Employers Focus Communications on Boosting Employee Health Engagement

The majority of participating employers report improving employee health engagement as the primary goal of their health communication strategy. Nearly a quarter also want to reduce health care costs, and only 13% cite lowering health care risks as a goal.

### Technology-Based and Enabled Channels Rule, but Print Holds Its Own

The majority of participating employers are using everyday office tools such as email (92%) and the intranet (70%) to reach their audiences, but traditional communication channels are still vital to these employers' strategies. Seventy-eight percent continue to use print, and 71% use in-person meetings to encourage participation in wellness programs. Video and podcasts lie at the bottom of the heap, with only 25% using them, though these tools are seeing heavier adoption by innovators (40%) and early adopters (35%).

Strikingly, only 42% use the Internet to educate and support employees, a vital channel for reaching employees and families wherever they are.

### More Than Half Don't Segment Their Audience for Targeted Health Communications

A full 51% of respondents shared that they don't segment their audience when sending out communications. When employers do segment, they tend to do so based on health status/risk (29%) and location (26%). Only 15% segment based on gender and 11% based on age.

Not all employees are the same. Some are close to retirement while others are just entering the job market. Some are teetering on the edge of a health risk while others are deep in the abyss. Segmenting one's audience based on key demographics and other personality characteristics, such as readiness to change, greatly improves the effectiveness of communications—and lessens the budget spent on them.



## Conclusion

This first-of-its-kind industry survey quantitatively demonstrates that while the use of technology in employee wellness is widespread, the approach has been adopted in varying degrees. Employers appear most comfortable with first adopting health technologies that are online versions of existing offline wellness components, such as challenges and competitions. They report that bringing these programs online improves employee awareness and perception of wellness efforts, produces more cost savings, generates improved health outcomes, allows for easier cross-promotion of other wellness initiatives, and leads to higher engagement in wellness programs.

As many employers experience success with their initial forays into the use of health technologies to promote employee wellness, it appears that they then seek to capitalize on widespread technology-based communication channels to reach all of their employees through their wellness efforts. Given the widespread employee adoption of mobile phones, mobile-based wellness solutions can help employers reach more of their employees, regardless of job role or location, allowing them to receive important information and engage in wellness programs from anywhere at any time. Growing adoption of and familiarity with social networks within the employee base has led many employers to offer technology-based social networking solutions that allow employees to connect with each other, forming groups and teams in order to help each other achieve their health goals.

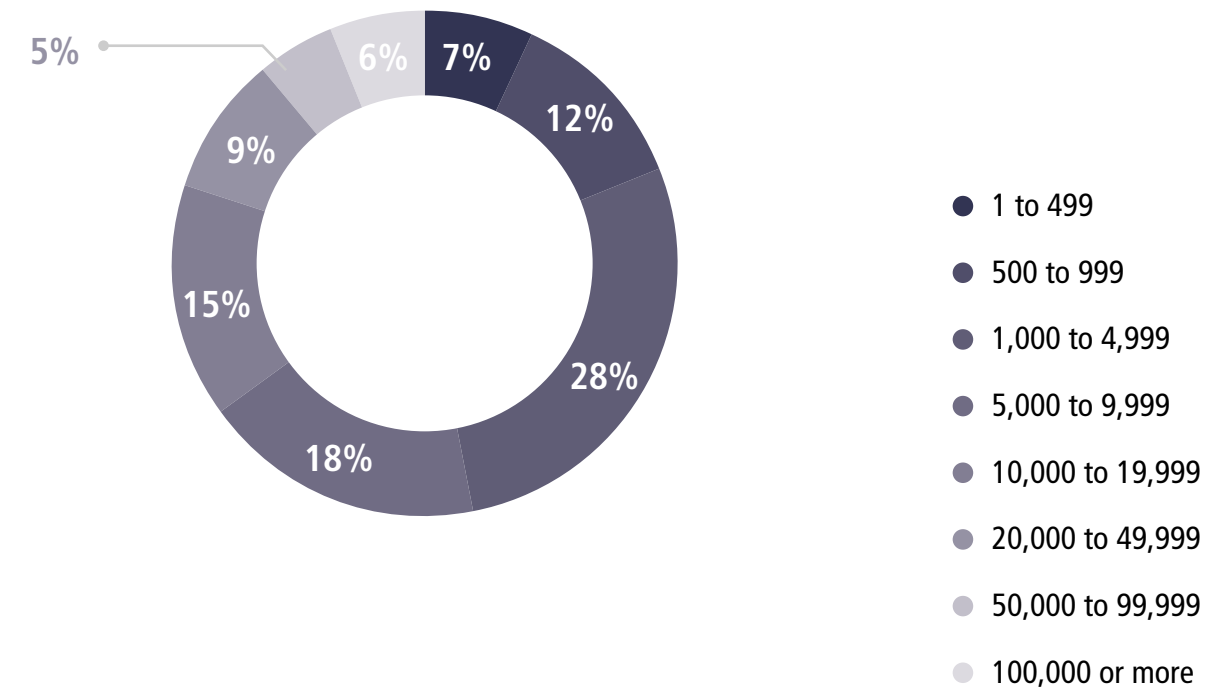
Further up the technology adoption curve, among the most innovative employers, companies are showing interest in making wellness more accessible and data easier to gather by incorporating technologies like fitness tracking devices and biometric sensors, many of which wirelessly integrate with online wellness platforms. The cost of devices and sensors remains a major barrier to adoption, however, and as prices come down it is likely that many more employers will adopt them.

When it comes to the use of technology to promote employee health, employers seem optimistic that this approach can help them solve some of their greatest challenges. As they struggle with how to drive engagement, change behavior, save money, and achieve a culture of health, the approaches and tools reviewed in this survey report seem to present useful and effective solutions. Innovative companies are leading the charge and showing other employers the way forward. As an industry, we have an opportunity to grow and adapt our solutions based on these responses, so that we may better help individuals, wellness departments, and entire companies reach their goals.

## About the Survey: The Participants

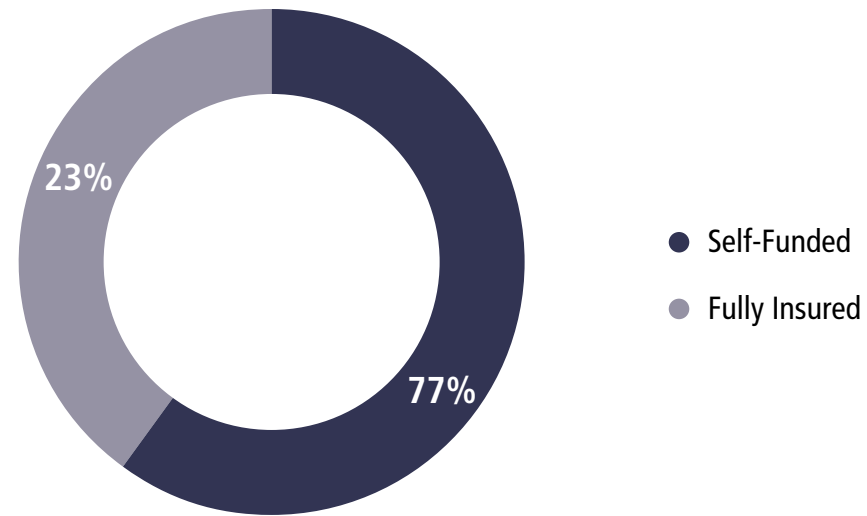
The 2012 Technology + Employee Wellness Survey gathers data from more than 350 companies based in the United States.

### Survey Participants by Number of Employees

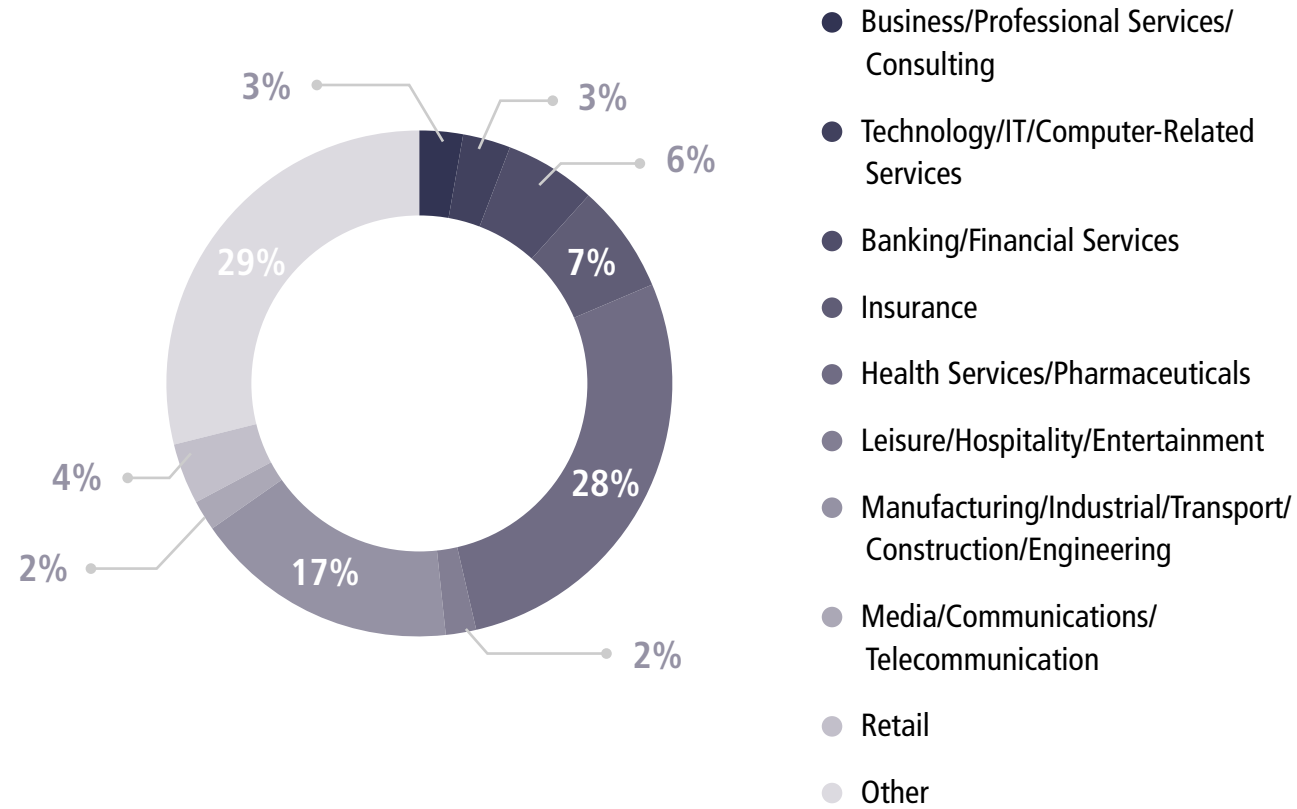




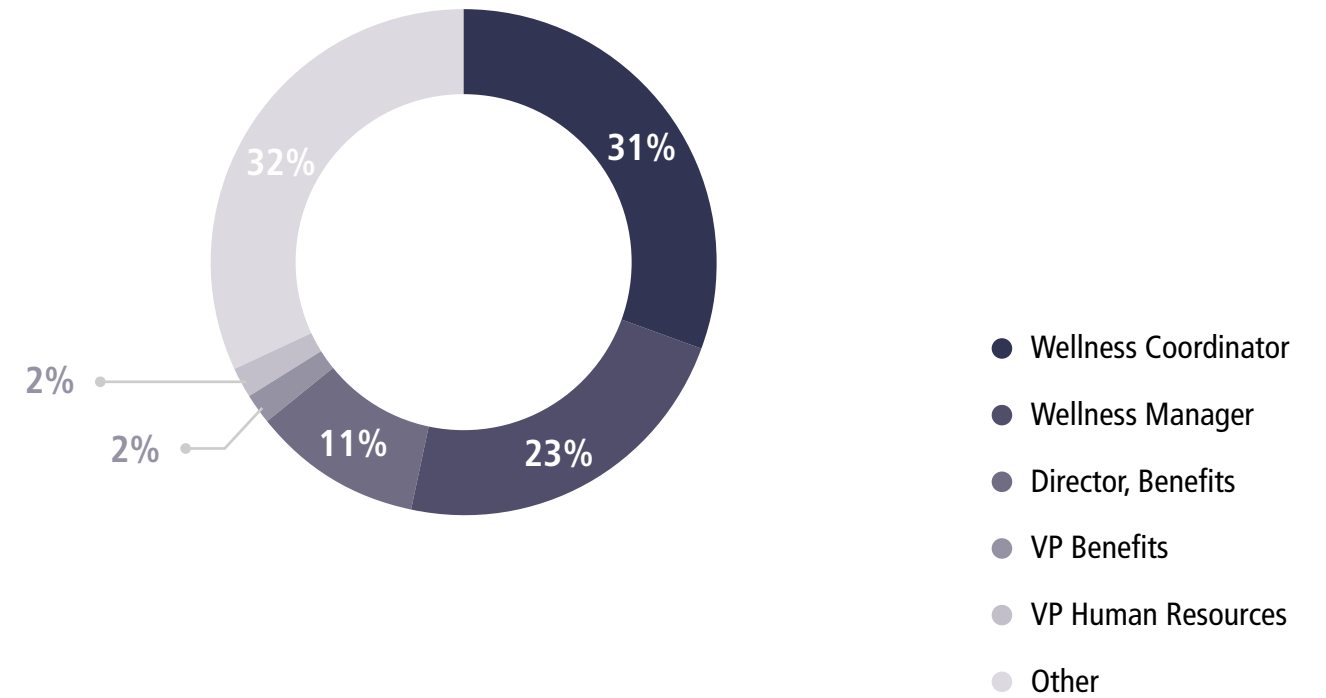
### Survey Participants by Health Insurance Funding Status



### Survey Participants by Industry



### Survey Participants by Job

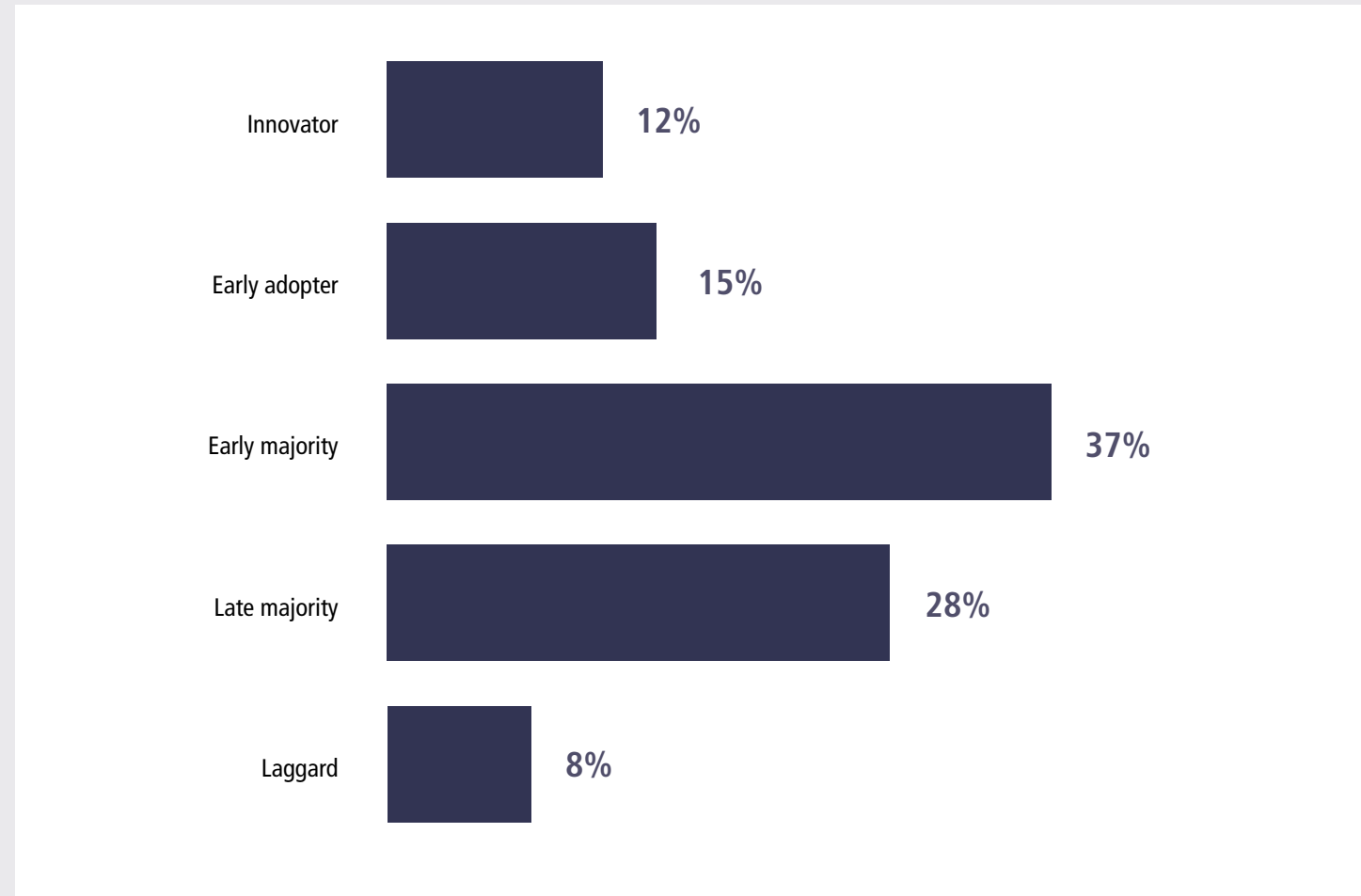


Note: Numbers may not total 100% due to rounding.

# Survey Questions and Participant Responses

This section presents our survey questions and participant responses to specific open-ended questions.

## 1.a. Considering the innovation adoption lifecycle, where would you place your company in terms of its general technology adoption?



## 1.b. Why did you classify your company this way?

"We're forward thinking and results-based. We like to use technology and options available. From iPhone apps to advanced tracking devices, we offer an array of products and services that are 'technologically savvy'."

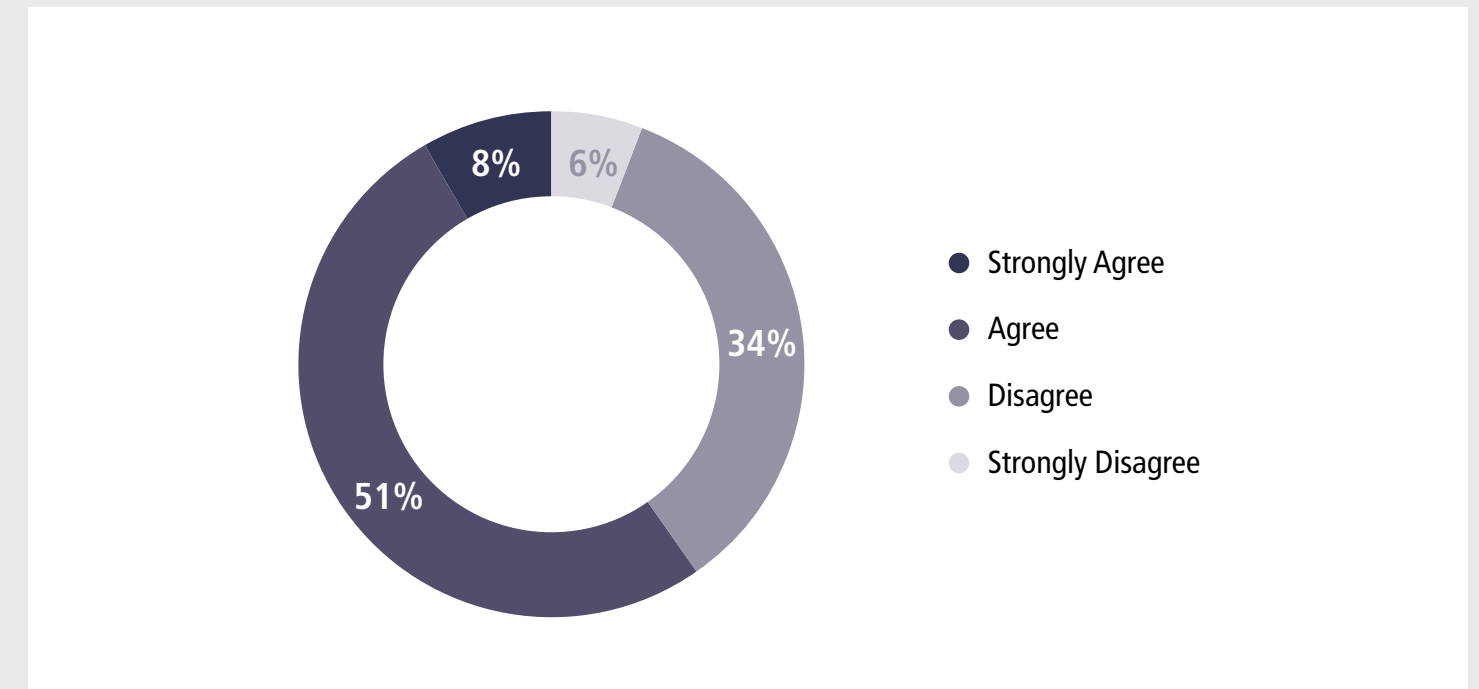
"We're a technology firm, and we see ourselves as an innovator when it comes to the latest and greatest in creating and adopting new technologies. We encourage our employees to come up with new ideas that will help us in this endeavor."

"Our MS Office Suite is from 2003. IE Explorer is outdated by two iterations. Conference room setups are not Apple-compatible. Just developing a Facebook and Twitter presence—very cautiously."

"We're a diverse company that tries to meet the technology needs of all of employees. Therefore, we're slower to introduce new technologies until we can determine how we can introduce the technology while preserving non-technological employees' ability to participate."

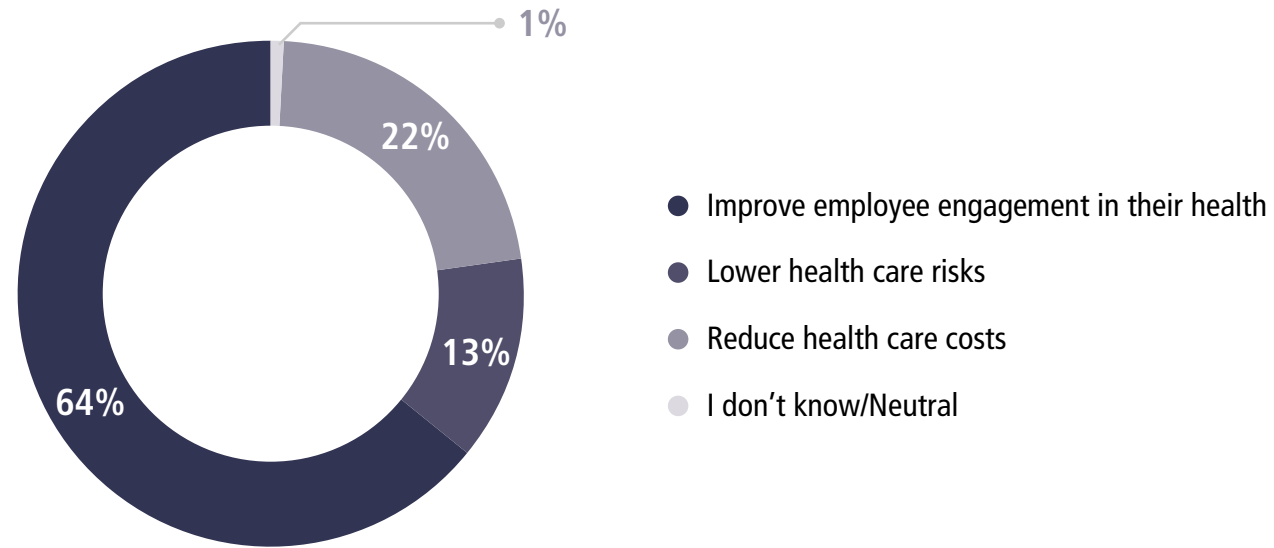
"We've been around 125 years and tend to be ingrained in how we've always done things. This is changing now as our management is putting efforts into improving our technology. Since we were so far behind, it will take a while to get technology, and our employee mindset, changed. As a manufacturing company, we still have a lot of employees who (allegedly) don't use computers, so we end up having to communicate things in various ways (hard copy, email, website, etc.)."

## 2. The senior leadership at my company supports the use of technology to improve employee health.



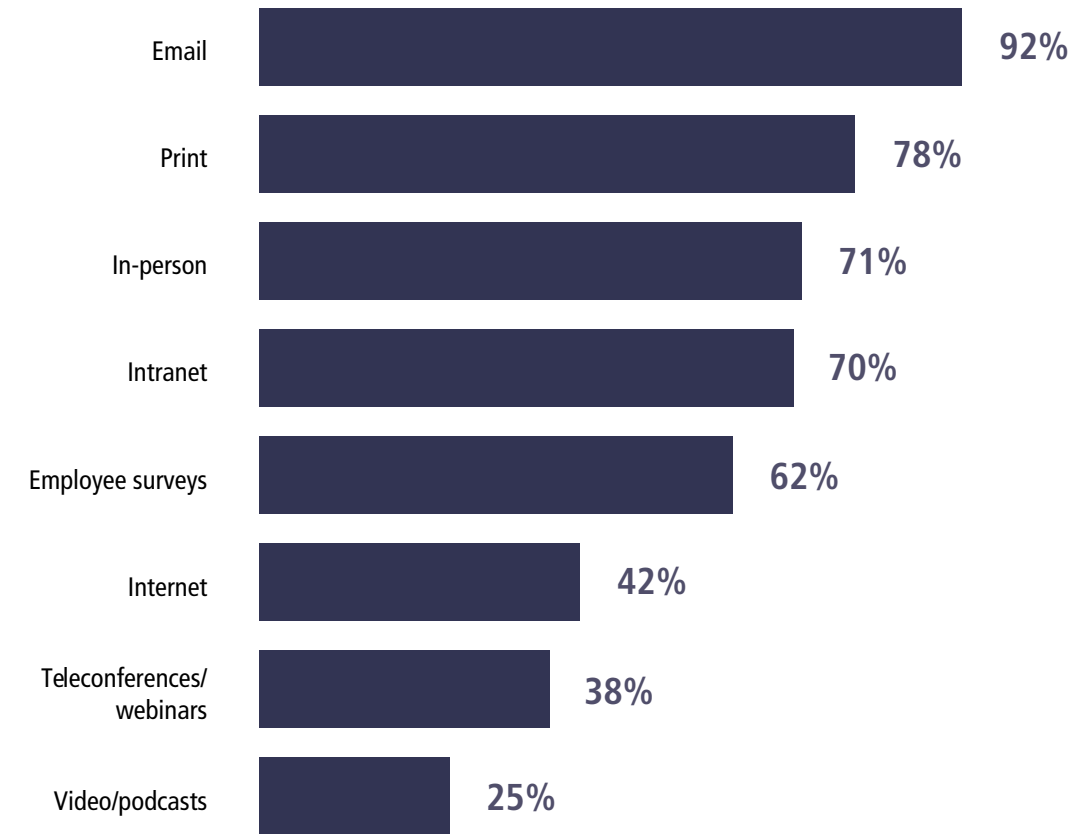
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Senior leadership support by company's technology adoption status.</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Agree or Strongly Agree	60%	81%	73%	71%	38%	28%
Disagree or Strongly Disagree	40%	19%	27%	29%	62%	72%

### 3. What is the primary goal of your health communication strategy?



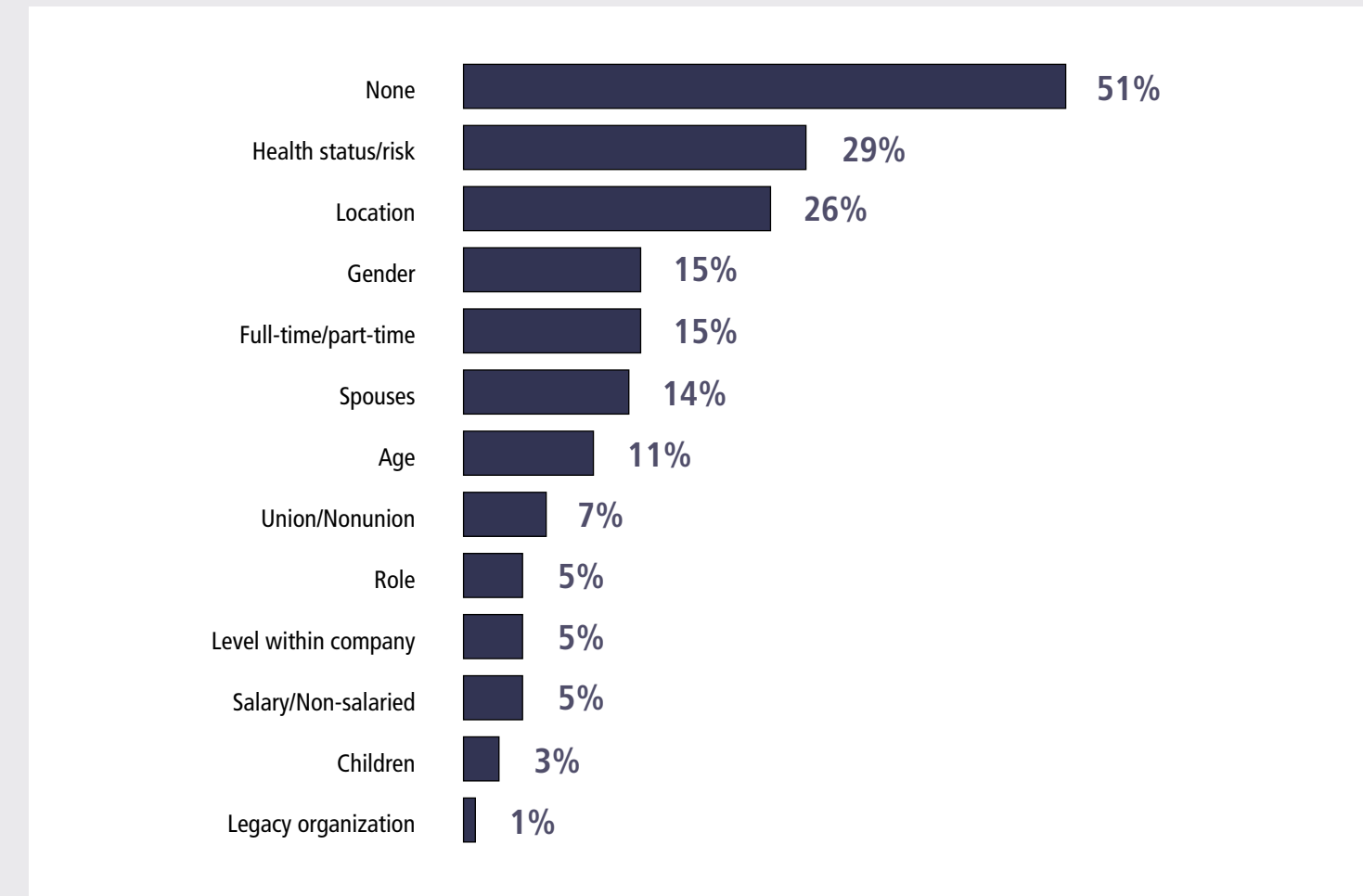
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Primary goal of health communication strategy by company's technology adoption status</b>	<b>(n=336)</b>	<b>(n=42)</b>	<b>(n=49)</b>	<b>(n=123)</b>	<b>(n=94)</b>	<b>(n=28)</b>
Improve employee engagement in their health	64%	67%	51%	66%	67%	64%
Lower health care risks	13%	17%	14%	15%	4%	21%
Reduce health care costs	22%	17%	35%	19%	24%	14%
I don't know/Neutral	1%	0%	0%	1%	4%	0%

### 4. Which of the following traditional communication channels do you use as part of your health communication strategy?



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Traditional communication channels by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
In-person meetings	71%	81%	69%	74%	63%	76%
Print	78%	79%	69%	84%	77%	72%
Email	92%	95%	92%	95%	91%	83%
Teleconferences/webinars	38%	48%	58%	40%	27%	24%
Internet	42%	45%	52%	47%	34%	21%
Intranet	70%	69%	81%	74%	68%	45%
Video/podcasts	25%	40%	35%	26%	14%	17%
Employee surveys	62%	64%	69%	65%	59%	41%

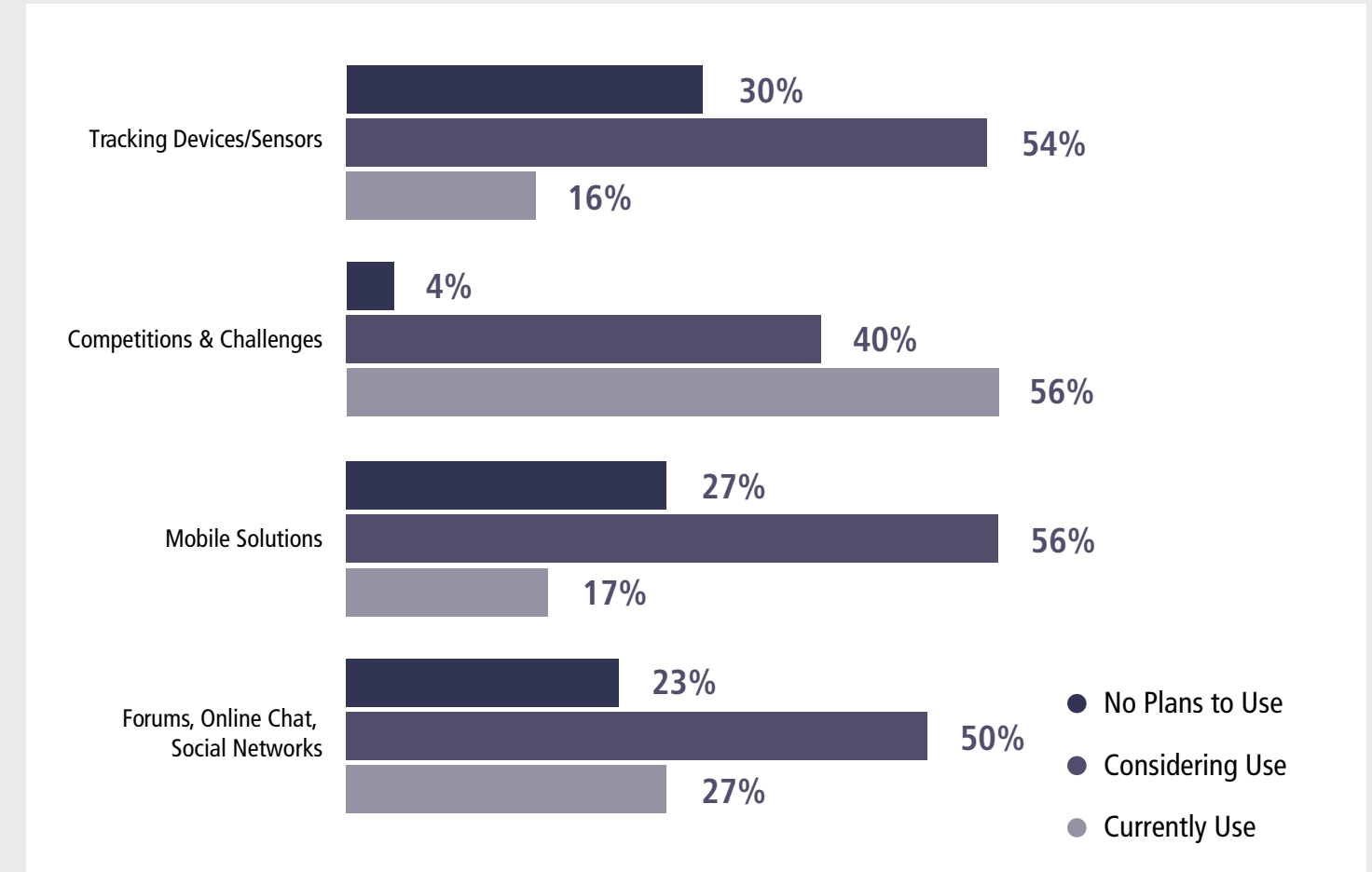
### 5. Which of the following do you use to segment your audience for targeted health communications?



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Audience segmentation by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Age	11%	14%	8%	14%	8%	10%
Gender	15%	17%	17%	18%	14%	3%
Role	5%	2%	6%	6%	4%	3%
Health status/risk	29%	24%	35%	29%	27%	28%
Level within company	5%	5%	8%	5%	4%	7%
Location	26%	31%	27%	26%	25%	17%
Spouses	14%	14%	17%	14%	14%	10%
Children	3%	7%	2%	2%	3%	0%
Legacy organization	1%	0%	2%	1%	0%	3%
Salary/non-salaried	5%	5%	4%	5%	6%	7%
Union/nonunion	7%	0%	10%	5%	10%	14%
Full-time/part-time	15%	10%	12%	17%	13%	24%
None	51%	55%	50%	51%	52%	48%

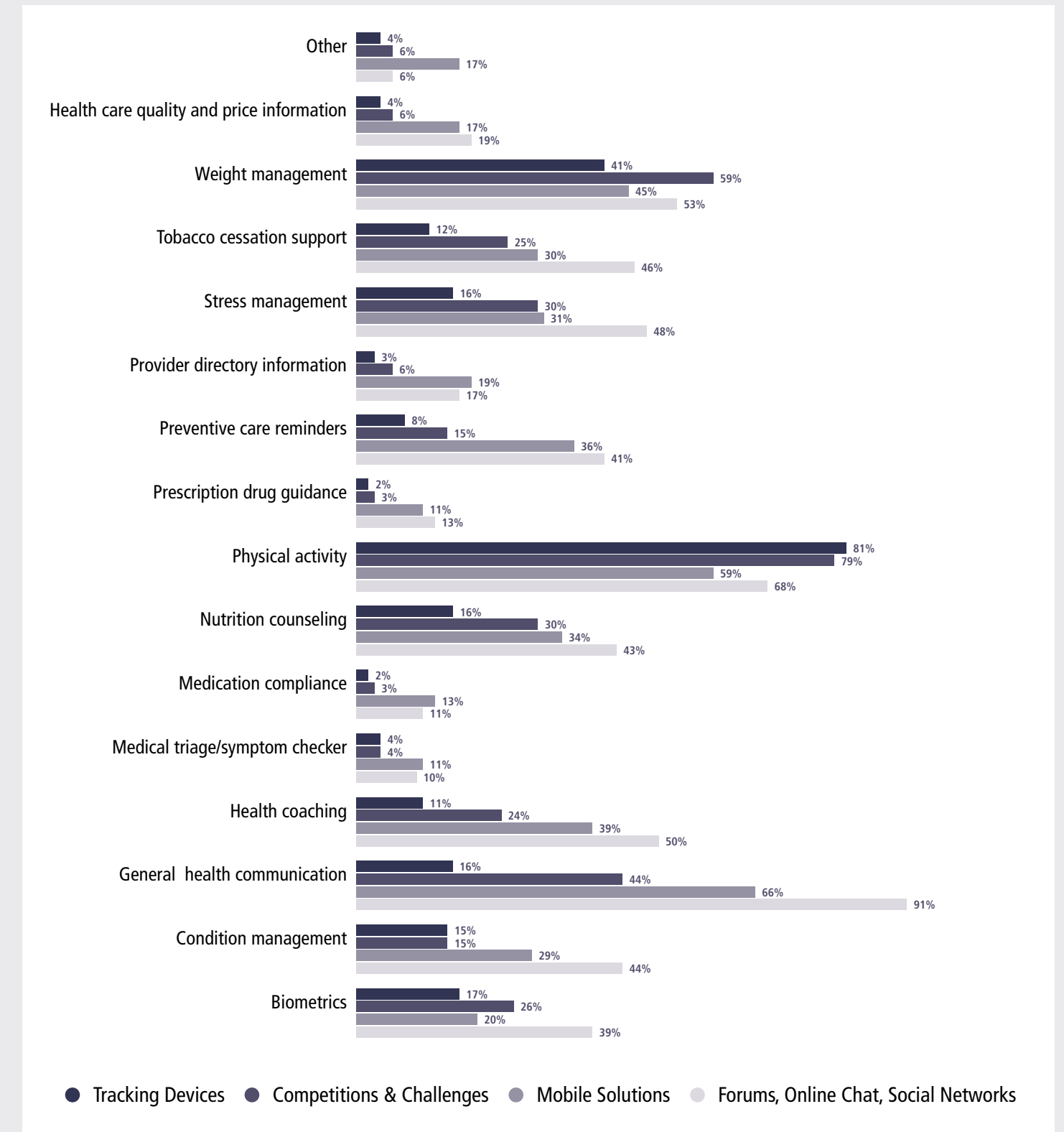
## 6. Current and planned use of technology

Respondents were asked what technologies they were currently using or planning to use as part of their wellness program, as well as which they had no plans to use at all.

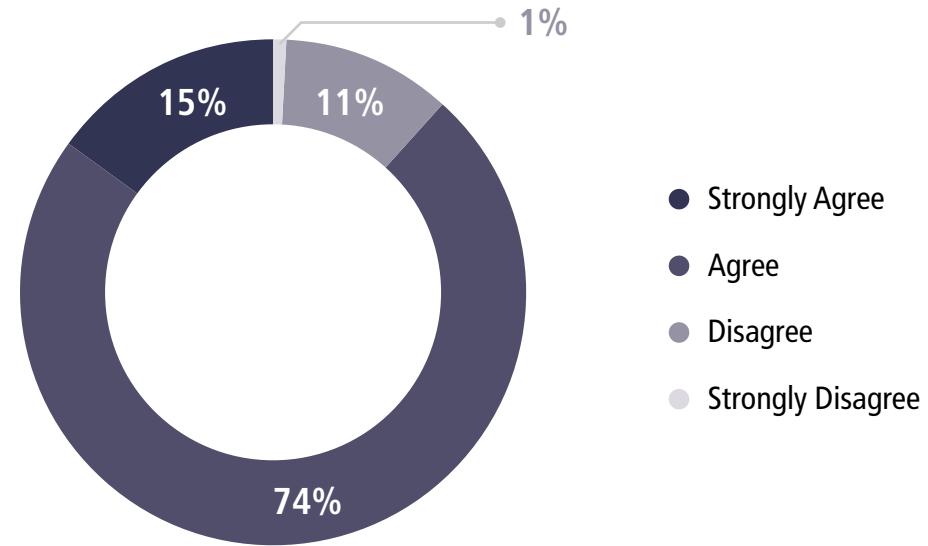


	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Current and planned use by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
<b>Forums/Online Chat/Social Networks (e.g., Twitter, Facebook, Chatter, Yammer, Blogs)</b>						
Currently use	27%	50%	37%	25%	21%	10%
Considering use	50%	43%	48%	51%	52%	48%
No plans to use	23%	7%	15%	24%	27%	41%
<b>Mobile solutions such as: mobile-optimized content; text-messaging/SMS, and/or Apps</b>						
Currently use	17%	45%	23%	14%	10%	7%
Considering use	56%	48%	63%	57%	59%	45%
No plans to use	26%	7%	13%	29%	31%	48%
<b>Online competitions and challenges</b>						
Currently use	56%	64%	71%	58%	44%	41%
Considering use	40%	36%	27%	36%	49%	55%
No plans to use	5%	0%	2%	6%	6%	3%
<b>Tracking devices/sensors</b>						
Currently use	16%	33%	17%	18%	8%	7%
Considering use	54%	60%	65%	51%	54%	41%
No plans to use	30%	7%	17%	31%	38%	52%

### 6.a. Respondents who indicated that they currently use or are planning to use technology as part of their wellness program were asked how they intend to use it.

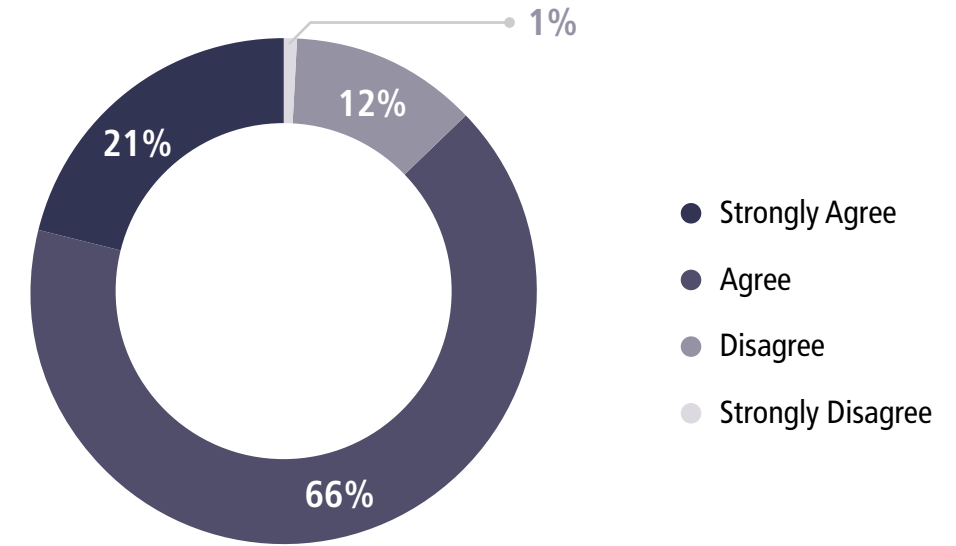


7. Our employees are interested in health technology solutions.



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employee interest in health technology solutions by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Agree or Strongly Agree	89%	98%	94%	88%	11%	9%
Disagree or Strongly Disagree	11%	2%	6%	12%	33%	47%

8. We believe it is important to educate employees about available health technologies.

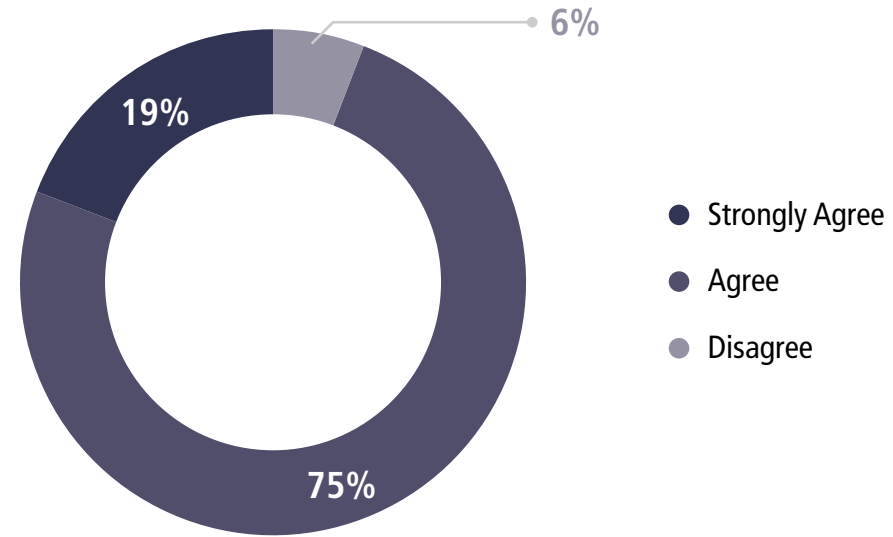


	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Believe it's important to educate employees about available health technologies by technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Agree or Strongly Agree	87%	90%	85%	85%	89%	86%
Disagree or Strongly Disagree	13%	10%	15%	15%	11%	14%



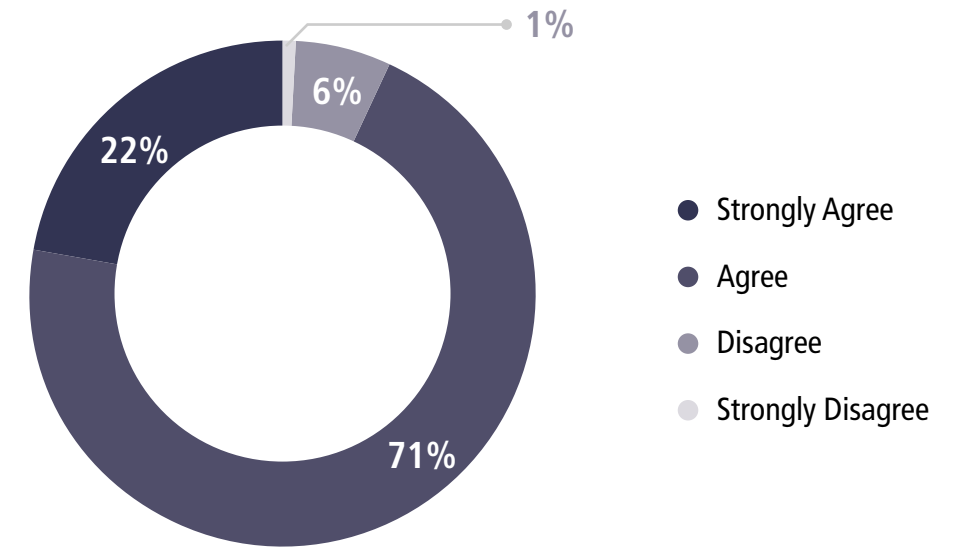
9. Respondents that use technology were asked how strongly they agree or disagree that technology has helped to:

a. Improve employee perceptions of employer's wellness effort



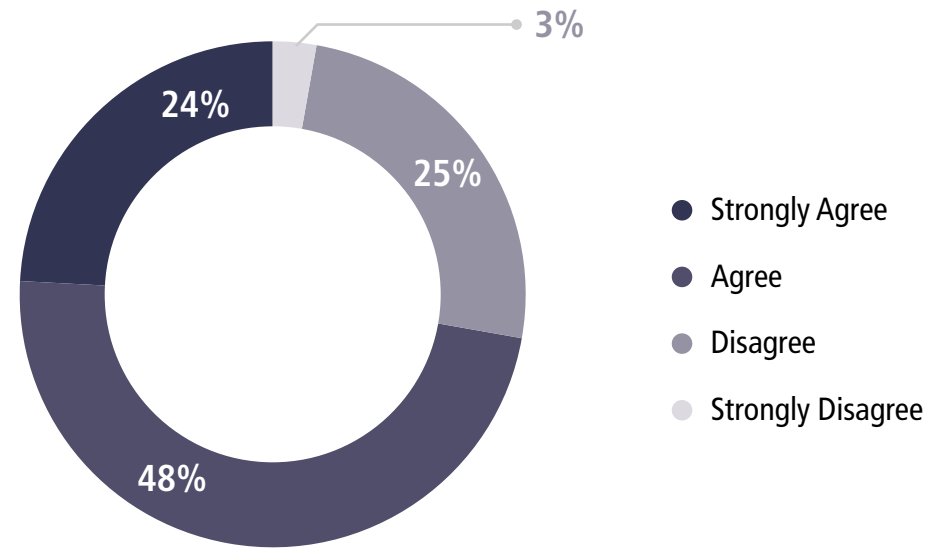
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has improved employee perceptions of our wellness effort by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	94%	100%	98%	91%	95%	85%
Disagree	6%	0%	2%	9%	5%	15%

b. Increase use of employer's wellness resources



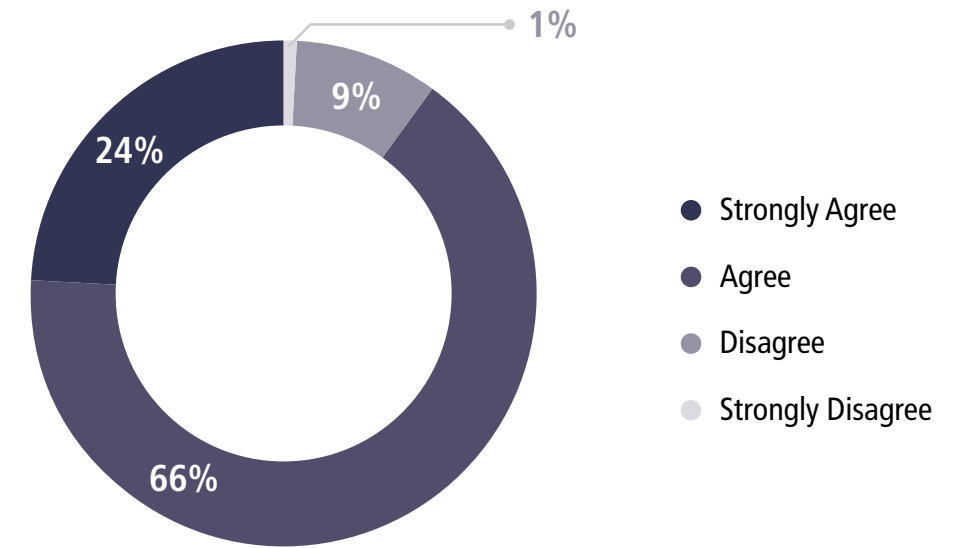
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has increased use of our wellness resources by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	93%	100%	98%	91%	89%	85%
Disagree or Strongly Disagree	7%	0%	2%	9%	11%	15%

c. Engage hard-to-reach employees (offline, remote, global, etc.)



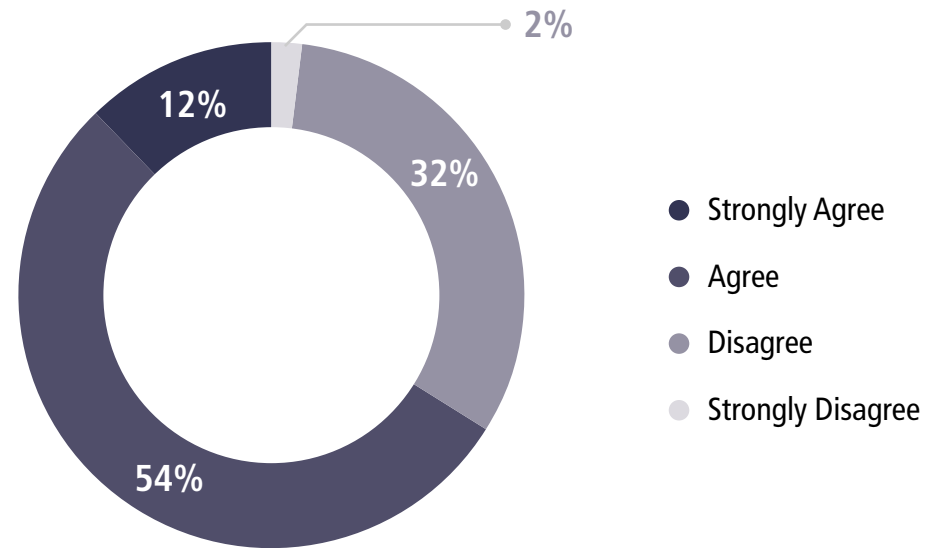
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has engaged our hard-to-reach employees by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	72%	77%	86%	70%	64%	54%
Disagree or Strongly Disagree	28%	23%	14%	30%	36%	46%

d. Increase employee engagement in their health



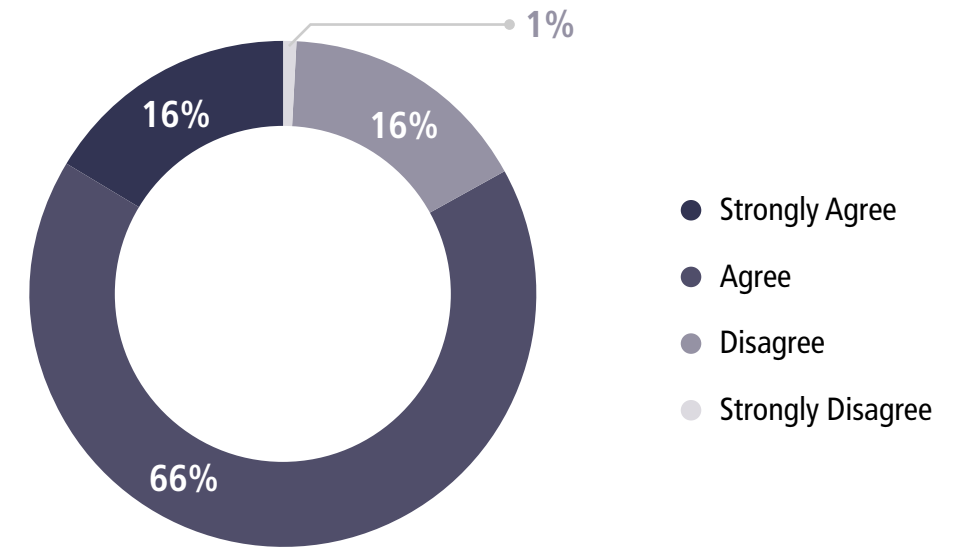
	Overall	Innovator	Early adopter	Early majority	Late majority
<b>Technology has increased employee engagement in their health by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>
Agree or Strongly Agree	90%	94%	95%	86%	89%
Disagree or Strongly Disagree	10%	6%	5%	14%	11%

### e. Increase senior leadership support



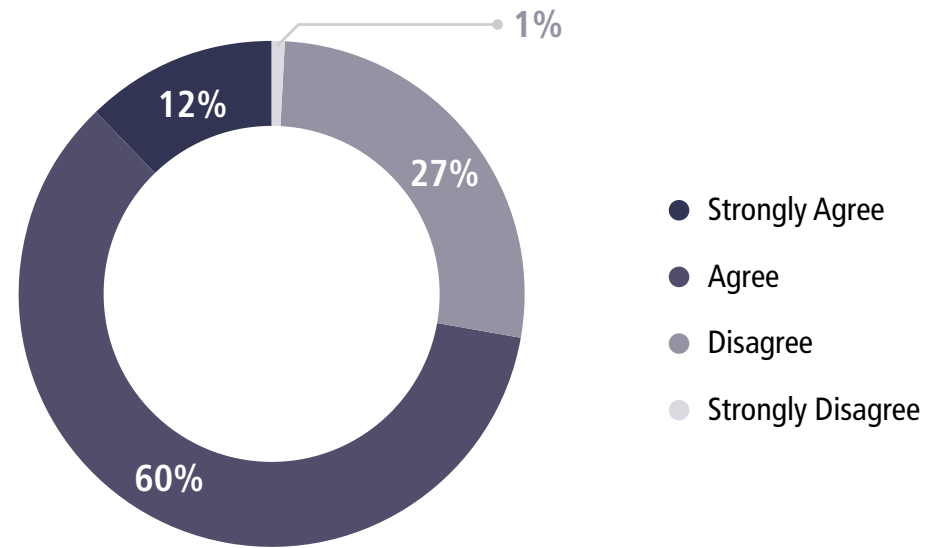
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has increased senior leadership support of health by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	66%	87%	77%	64%	55%	46%
Disagree or Strongly Disagree	34%	13%	23%	36%	45%	54%

### f. Achieve better health outcomes



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has helped to achieve better health outcomes by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	82%	84%	86%	78%	86%	77%
Disagree or Strongly Disagree	18%	16%	14%	22%	14%	23%

**g. Achieve cost savings**



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology has helped to achieve cost savings by company's technology adoption status</b>	<b>(n=232)</b>	<b>(n=31)</b>	<b>(n=44)</b>	<b>(n=88)</b>	<b>(n=56)</b>	<b>(n=13)</b>
Agree or Strongly Agree	72%	77%	73%	74%	66%	69%
Disagree or Strongly Disagree	28%	23%	27%	26%	34%	31%

**10. Of the various technologies you are currently using to drive employee health, which have been most successful and why?**

"Activity program with USB pedometer that encourages competition and social networking has resonated with our population and has had a high level of engagement...the program is fun and simple."

"Onsite biometric screening results are automatically populated in an employee's online HRA, and when the employee completes the online HRA, they receive \$100. This 'ease of use' and 'reward' mechanism ensures employees see where their health risks are easily and effectively. We had over 85% participation during our last HRA push."

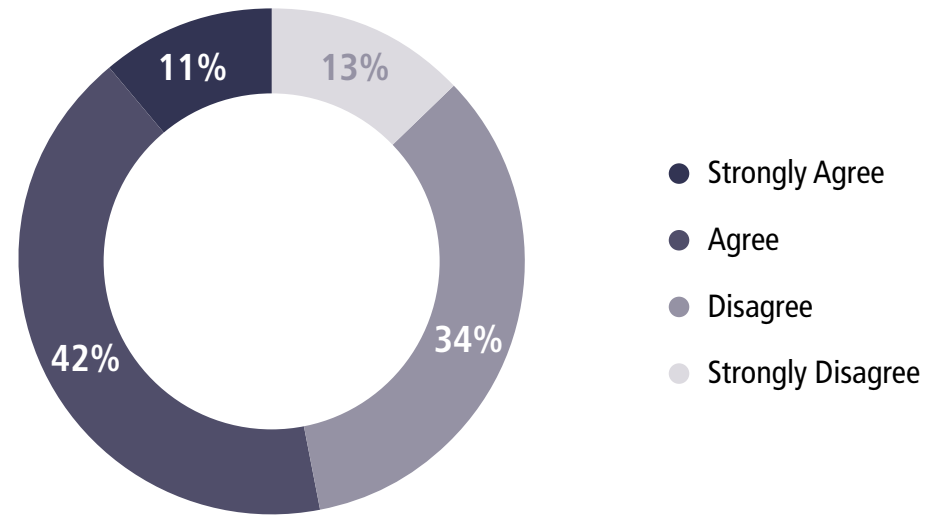
"Our contests have been the most successful because our employees get competitive and we have a higher participation rate than any other solution."

"The most effective approaches to support employee health are low tech--e.g., onsite weight management support groups, team-based competitions. Social media is helping maintain excitement among teams involved in 10-week long team challenges. We are looking to technology to help us motivate those people who are already doing healthy things, but need to document what they are doing."

"Health challenges... because it allows us to see results and motivate and encourage across all 14 locations."

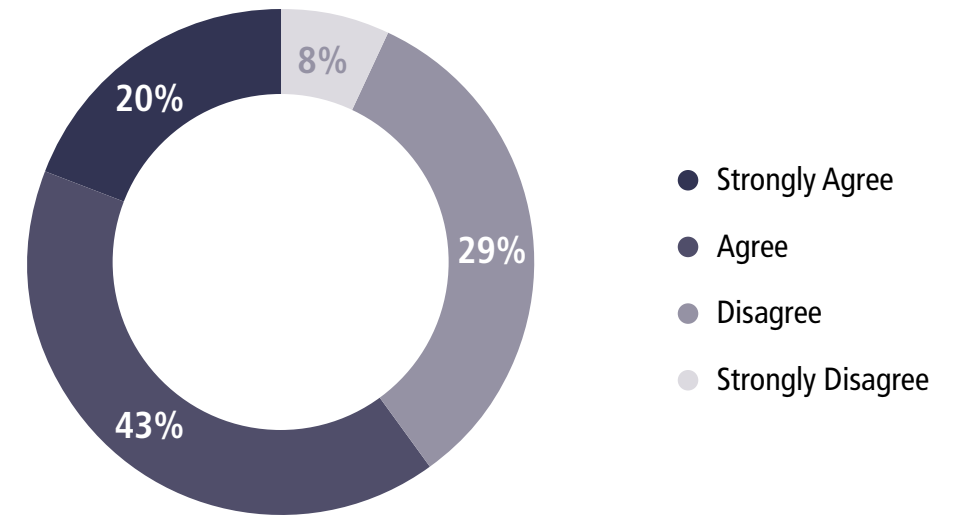
11. Those that disagreed that technology adoption has helped them achieve certain results were asked to reflect on what they consider to be the challenges that negatively affected their use.

a. Communication effectiveness



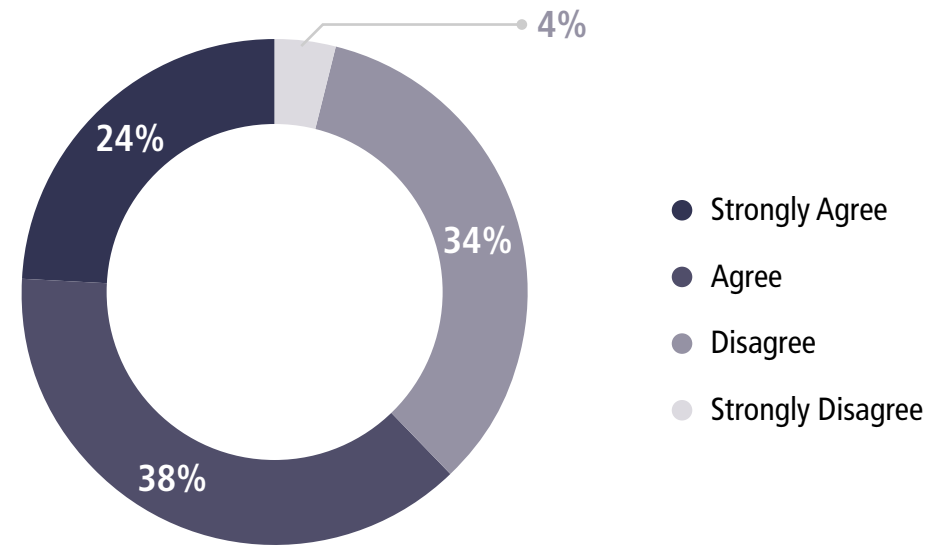
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Communication effectiveness presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	53%	70%	47%	52%	50%	63%
Disagree or Strongly Disagree	47%	30%	53%	48%	50%	38%

b. Staffing challenges



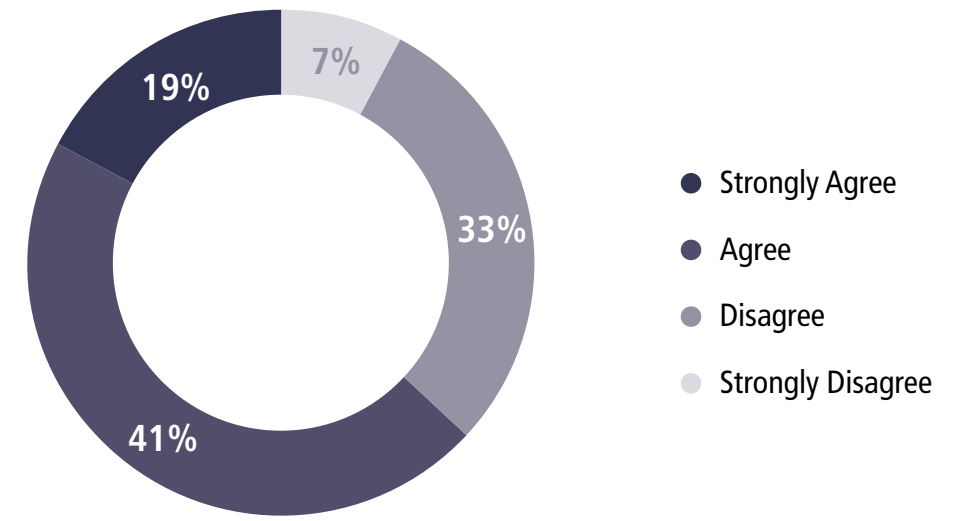
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Staffing challenges presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	63%	60%	74%	50%	71%	88%
Disagree or Strongly Disagree	37%	40%	26%	50%	29%	13%

### c. Ability to measure outcomes



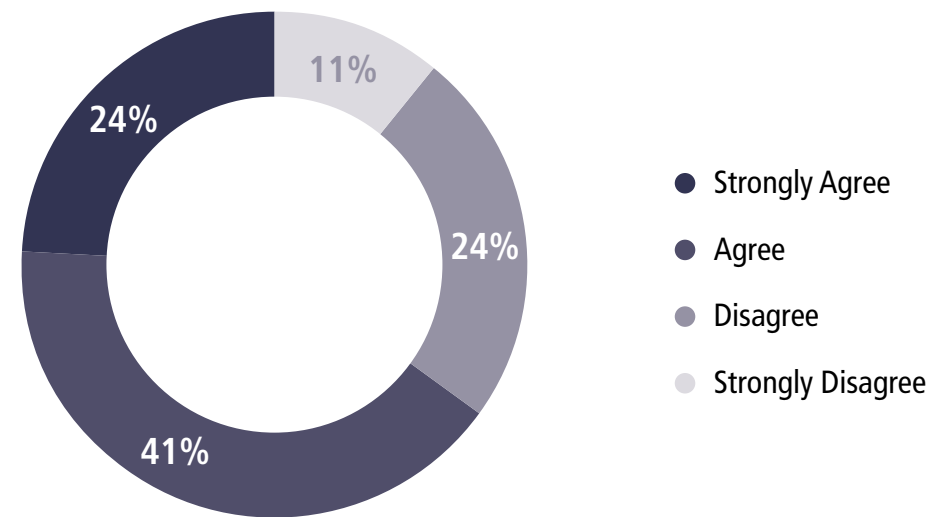
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Ability to measure outcomes presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	62%	80%	58%	58%	65%	63%
Disagree or Strongly Disagree	38%	20%	42%	42%	35%	38%

### d. Employee interest



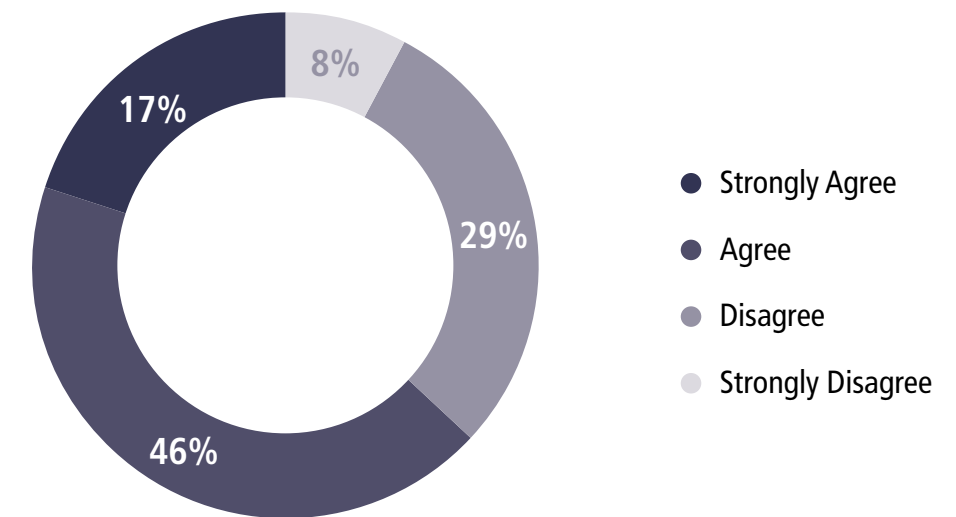
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employee interest presented a challenge by technology company's adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	61%	60%	42%	63%	74%	38%
Disagree or Strongly Disagree	39%	40%	58%	38%	26%	63%

### e. Employee access to technology



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employee access to technology presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	65%	60%	63%	54%	76%	88%
Disagree or Strongly Disagree	35%	40%	37%	46%	24%	13%

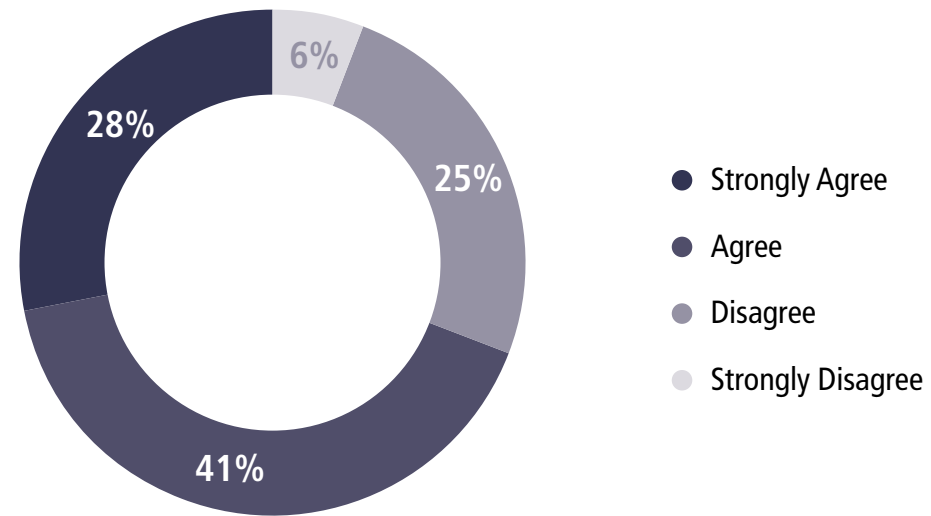
### f. Technology platforms



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Technology platforms presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	63%	40%	74%	56%	68%	88%
Disagree or Strongly Disagree	37%	60%	26%	44%	32%	13%

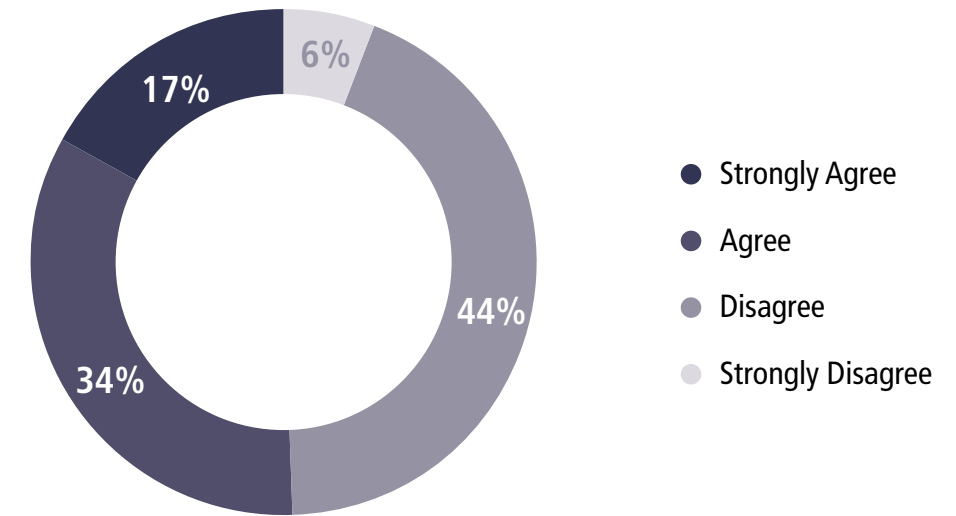


### g. Cost to implement/maintain



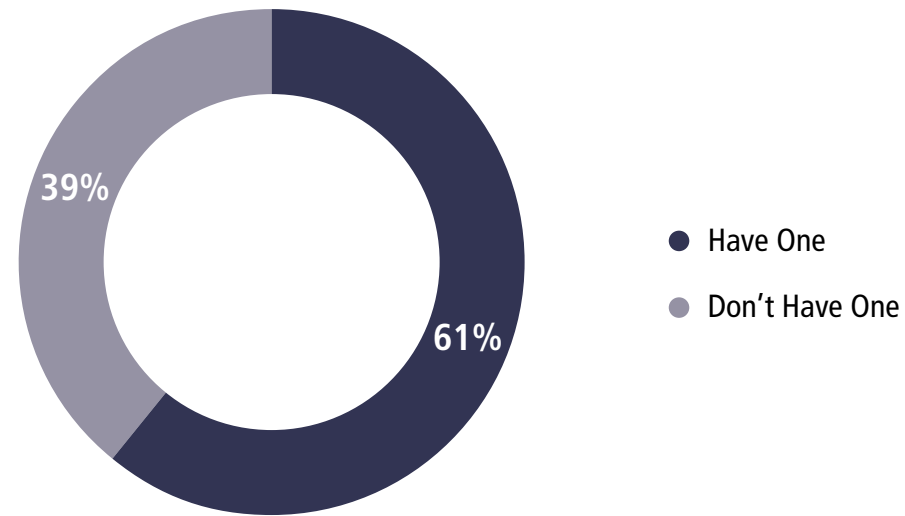
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Cost to implement/maintain presented a challenge by company's technology adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	69%	60%	58%	69%	74%	88%
Disagree or Strongly Disagree	31%	40%	42%	31%	26%	13%

### h. Vendor quality



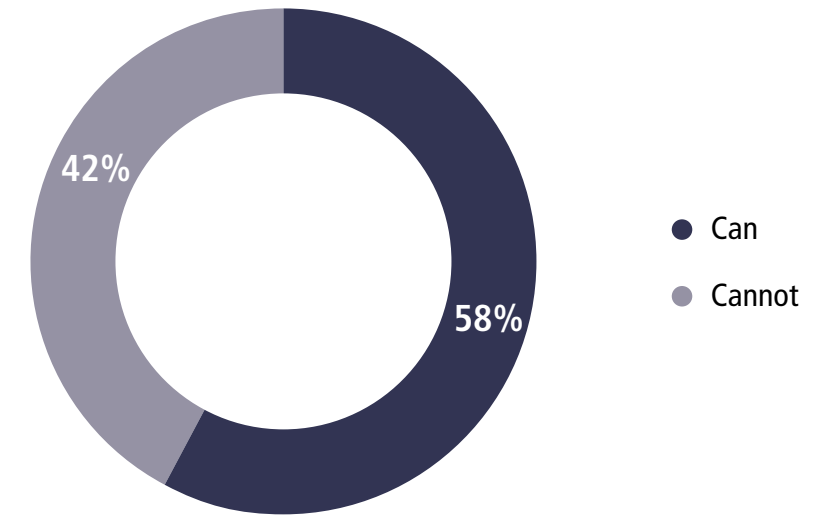
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Vendor quality presented a challenge by technology company's adoption status</b>	<b>(n=119)</b>	<b>(n=10)</b>	<b>(n=19)</b>	<b>(n=48)</b>	<b>(n=34)</b>	<b>(n=8)</b>
Agree or Strongly Agree	50%	60%	63%	48%	41%	63%
Disagree or Strongly Disagree	50%	40%	37%	52%	59%	38%

12. What percentage of your employees have a smartphone?



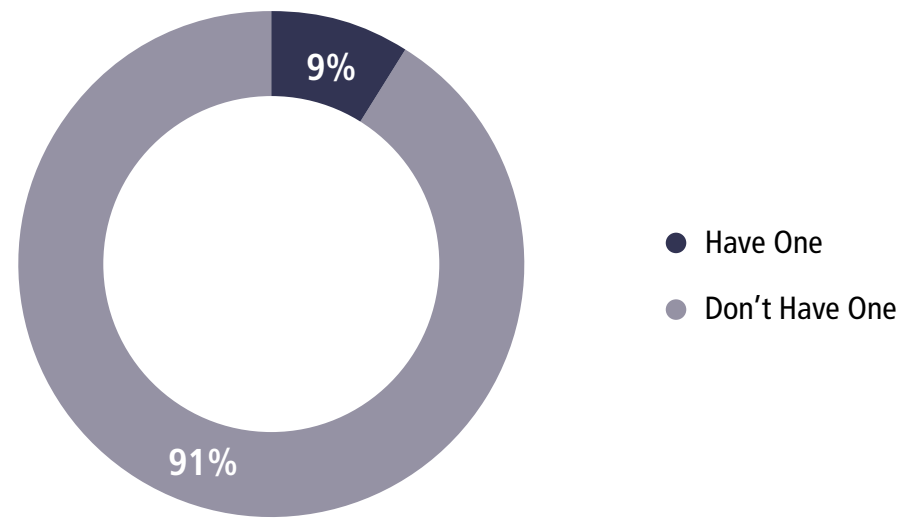
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees with a smartphone by company's technology adoption status</b>	<b>(n=61)</b>	<b>(n=12)</b>	<b>(n=12)</b>	<b>(n=20)</b>	<b>(n=9)</b>	<b>(n=8)</b>
Percentage	61%	66%	62%	62%	62%	50%

13. Approximately what percentage of your employees can receive a text message from your company?



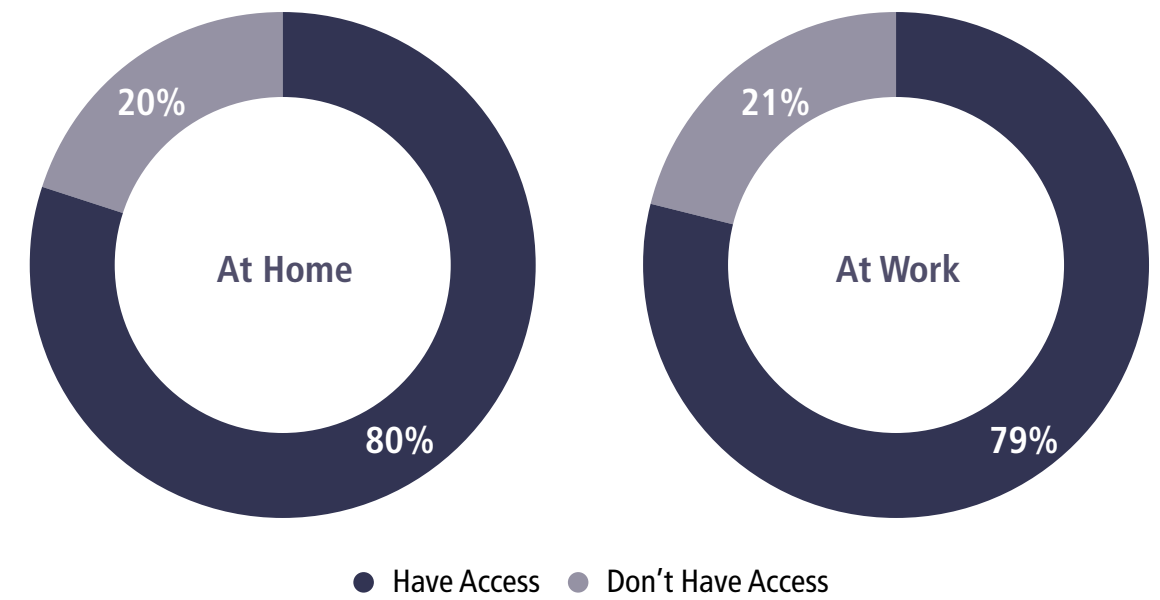
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees that can receive a text message from your company by company's technology adoption status</b>	<b>(n=68)</b>	<b>(n=9)</b>	<b>(n=13)</b>	<b>(n=22)</b>	<b>(n=17)</b>	<b>(n=7)</b>
Percentage	58%	73%	53%	59%	53%	56%

14. What percentage of your employees have a company-funded tablet computer?



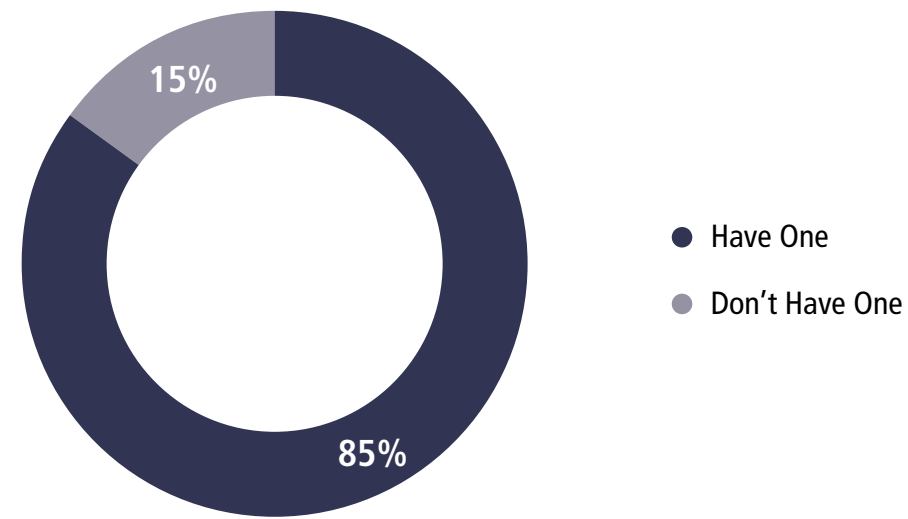
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees that have a company-funded tablet computer by company's technology adaption status</b>	<b>(n=153)</b>	<b>(n=19)</b>	<b>(n=22)</b>	<b>(n=47)</b>	<b>(n=49)</b>	<b>(n=16)</b>
Percentage	9%	24%	10%	7%	5%	11%

15. What percentage of your employees have regular Internet access?



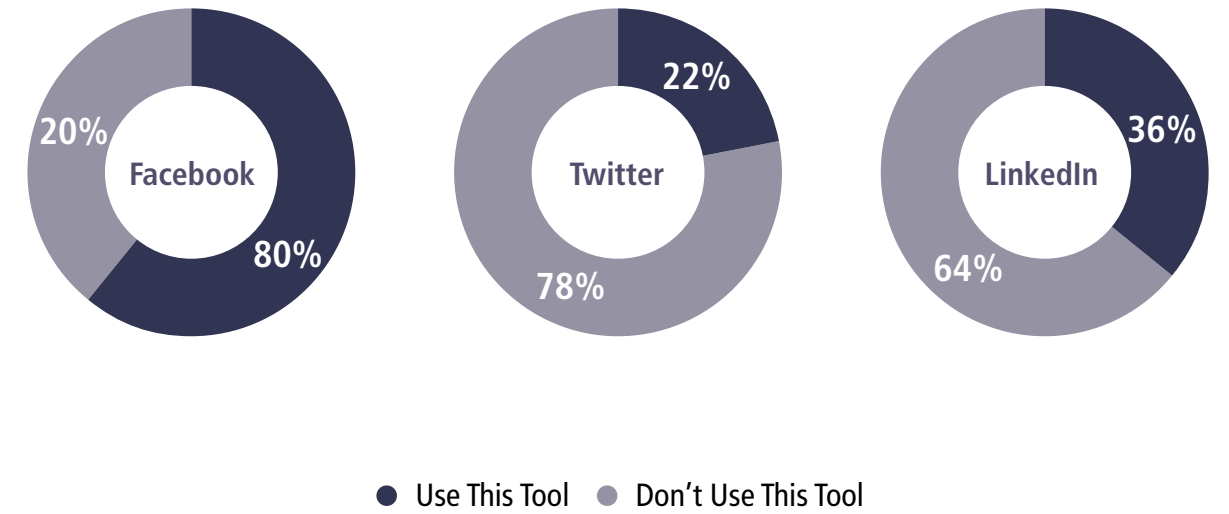
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees that have regular Internet access at work by company's technology adoption status</b>	<b>(n=245)</b>	<b>(n=32)</b>	<b>(n=37)</b>	<b>(n=88)</b>	<b>(n=72)</b>	<b>(n=16)</b>
Percentage	79%	85%	82%	82%	71%	74%
<b>Employees that have regular internet access at home by company's technology adoption status</b>	<b>(n=71)</b>	<b>(n=11)</b>	<b>(n=17)</b>	<b>(n=24)</b>	<b>(n=12)</b>	<b>(n=7)</b>
Percentage	80%	88%	80%	81%	76%	67%

16. What percentage of your employees do you have an email address for, whether a work email address or a personal email address?



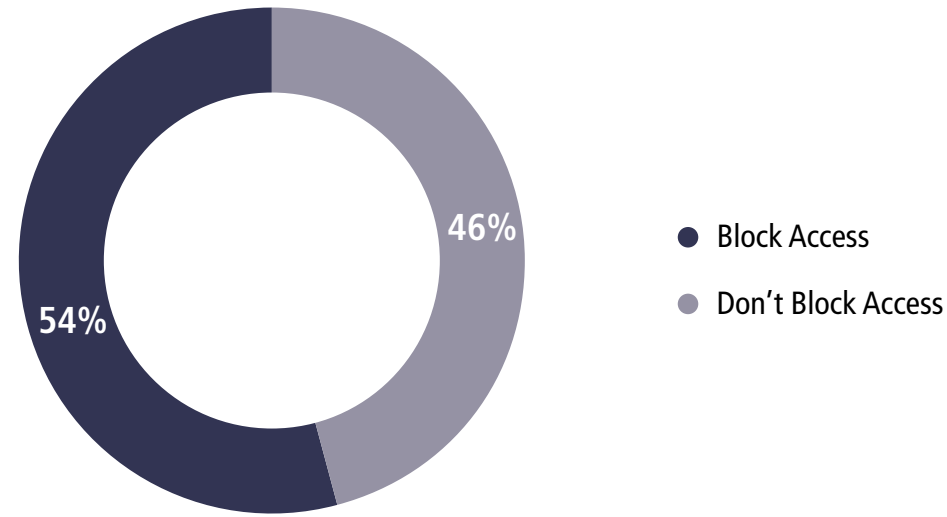
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees respondents have an email address for by company's technology adoption status</b>	<b>(n=269)</b>	<b>(n=33)</b>	<b>(n=41)</b>	<b>(n=97)</b>	<b>(n=77)</b>	<b>(n=21)</b>
Percentage	85%	88%	86%	90%	79%	80%

17. What percentage of your employees use social media?



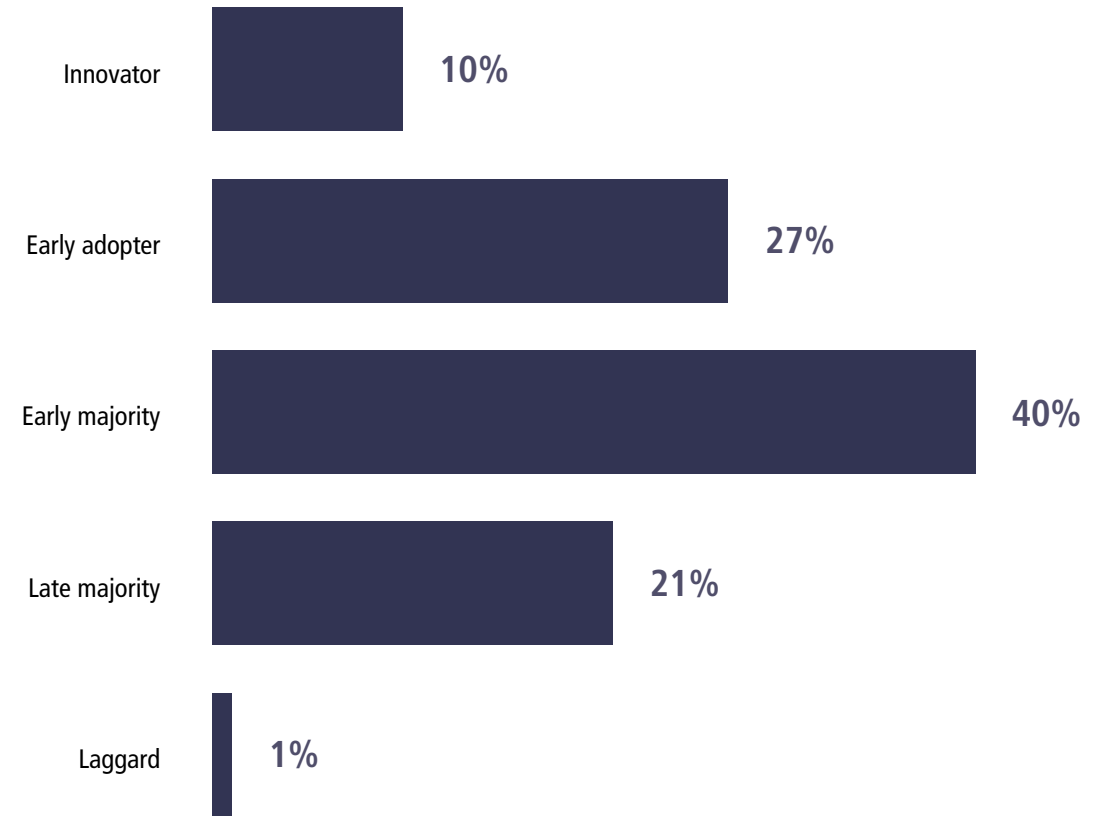
	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Employees that use Facebook by company's technology adoption status</b>	<b>(n=17)</b>	<b>(n=4)</b>	<b>(n=5)</b>	<b>(n=3)</b>	<b>(n=3)</b>	<b>(n=2)</b>
Percentage	61%	59%	65%	58%	58%	65%
<b>Employees that use Twitter by company's technology adoption status</b>	<b>(n=10)</b>	<b>(n=3)</b>	<b>(n=3)</b>	<b>(n=1)</b>	<b>(n=2)</b>	<b>(n=1)</b>
Percentage	22%	30%	13%	15%	13%	50%
<b>Employees that use LinkedIn by company's technology adoption status</b>	<b>(n=12)</b>	<b>(n=3)</b>	<b>(n=3)</b>	<b>(n=1)</b>	<b>(n=2)</b>	<b>(n=3)</b>
Percentage	36%	13%	50%	30%	33%	50%

18. Does your company block Internet access to external social networking sites at work (e.g., Facebook, Twitter)?



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Company blocks Internet access to external social networking sites at work by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Block Access	54%	67%	52%	43%	57%	72%
Don't Block Access	46%	33%	48%	57%	43%	28%

19. Thinking about your own personal use of technology, which of the following best classifies you in terms of your adoption of technology. Do you consider yourself an...?



	Overall	Innovator	Early adopter	Early majority	Late majority	Laggard
<b>Personal adoption of technology by company's technology adoption status</b>	<b>(n=351)</b>	<b>(n=42)</b>	<b>(n=52)</b>	<b>(n=129)</b>	<b>(n=99)</b>	<b>(n=29)</b>
Innovator	10%	26%	17%	5%	8%	7%
Early adopter	27%	26%	48%	23%	24%	14%
Early majority	40%	33%	23%	52%	37%	41%
Late majority	21%	14%	10%	19%	27%	38%
Laggard	1%	0%	2%	1%	3%	0%

## 20. Please tell us about the specific results you achieved and how technology helped you get there.

"Increased physical activity especially for those who were previously sedentary by utilizing pedometers in our incentive based walking program. This coupled with newsletters regarding stress management and nutrition in particular have increased awareness of efficient and effective avenues to attain a healthy lifestyle."

"Right now, we only have email blasts and flyers to help reach the population. We will soon be on the company network which will allow us access to even more employees. And we are in the process of setting up a Facebook page to bring the members together."

"Our ongoing wellness challenge has an HRM and requires logging into a tracking website to track goals. We have had completion rates of up to 55% in the last year and a half of our wellness challenge."

"Our first effort with a health challenge engaged a greater percentage of participants company-wide than anything else we have done so far. Of course, email reaches 98% of our employees in all locations."

"Predictive modeling has proven successful."

"We have a Holiday Health Challenge that runs roughly 6 weeks from Thanksgiving through the New Year. This program has been running for 5 years. Originally it was done all on paper and this past year we converted to an online system that administers all documents and staff can do everything from their computer at work. The whole process is streamlined and user-friendly."

"Not all of our team members use a computer so not all of them were set up with a work email. We have recently set up all team members with a work email regardless of computer access so that they can access their email from any computer, anywhere, any time. This will improve communication efforts to get messaging out to those folks in the field that are hard to reach. We have engaged in some testing of doing text messaging to reach folks and that has been a big hit with our team members. We are finding that they like having other means to receive communication than just a voicemail or email. Now that smart phones are getting more widespread we think that even the hard to reach team members in the field we will be able to reach them easier through their smart phones."

"The 'results' aren't expected for years, it's too soon for positive ROIs. We have had significant increases in engagement, but I think it's less about technology and more about incentives."

## About the Authors

**context**  
[communication consulting]

Fran Melmed is the owner of context, an award-winning communication and change management consulting firm that specializes in wellness and health care consumerism.

[www.contextcommunication.com](http://www.contextcommunication.com)

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[www.shapeup.com](http://www.shapeup.com)

### About The Study: Ensuring Quality Research

ShapeUp and context partnered with PeopleMetrics, a leader in employee and customer engagement research. PeopleMetrics administered the survey and also assisted with the development of the survey questions and analysis of the findings.