



 OLIVER WYMAN

ONE  
FOR GOOD

# Empowering U.S. Shoppers to Make Healthier Choices

**Collaboration for Healthier Lives**  
An Industry-Community Partnership  
in Hagerstown, Maryland

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

Quotes from the Co-chairs

“One for Good is an amazing case example of the power of cross sector collaboration. We built something very special in Hagerstown, Maryland – bringing together a diverse set of stakeholders, from global food corporations to local public agencies – to address entrenched public health issues in a way that will benefit all stakeholders. We now have a blueprint that can be applied at the regional, national, and global level.”

**Maggie Biscarr** | Director, Global Partnership Solutions at PepsiCo

“Being part of OFG has strengthened our connection to the community and working with community members and our partners in the retail industry generates a collective impact that benefits us all.”

**David Hoke** | Senior Director, Associate Health and Wellbeing at Walmart

# The case for change

There is need for societal change around health and wellbeing in the United States. In 2017-2018 the prevalence of obesity in adults was 42.4 percent in the US (CDC, 2020). While smoking rates have declined from 20.9 percent in 2005 to 13.7 percent in 2018, it is still the leading cause of preventable disease and death, accounting for roughly one in five deaths in the US (CDC, 2019). Additionally, only 23.2 percent of adults met the CDC's Physical Activity Guidelines for both aerobic and muscle-strengthening activity (CDC, 2017). Finally, with focus on medication adherence, approximately one in five new prescriptions are never filled, and among those filled, approximately 50 percent are taken incorrectly (CDC, 2017).

Despite increasing efforts, Americans are still challenged on how to manage their health, and we believe a collaborative approach, involving multiple sectors, is the best way to ensure positive, long-term impacts. When asked to name their key allies in wellness, 55 percent of consumers pointed to their primary retail store. Additionally, 69 percent of consumers selected doctors and 57 percent chose fitness/health clubs, highlighting that there are many parties critical to improving the health and wellbeing of consumers (Oliver Wyman, 2018).

There is a clear consensus on the business benefit for retailers and private brands to promote healthier products. Food retail executives cited customers' focus on health and wellness (81 percent) and leveraging food to manage and avoid health issues (72 percent) as the top two opportunities that could positively impact future sales and profits (Oliver Wyman, 2018).

There have been many private and public organizations that have individually focused on improving the health and wellbeing of Americans. While progress has been made it is clear that there is an urgent need for change. A new approach, focused on collaboration across manufacturers, retailers, public health bodies, and non-profit organizations, is required to drive further tangible impact. We have seen industry collaborations in the past, but the One for Good initiative offers an innovative platform for partnership between an unprecedented breadth of organizations within and outside of the retail and consumer goods industry.

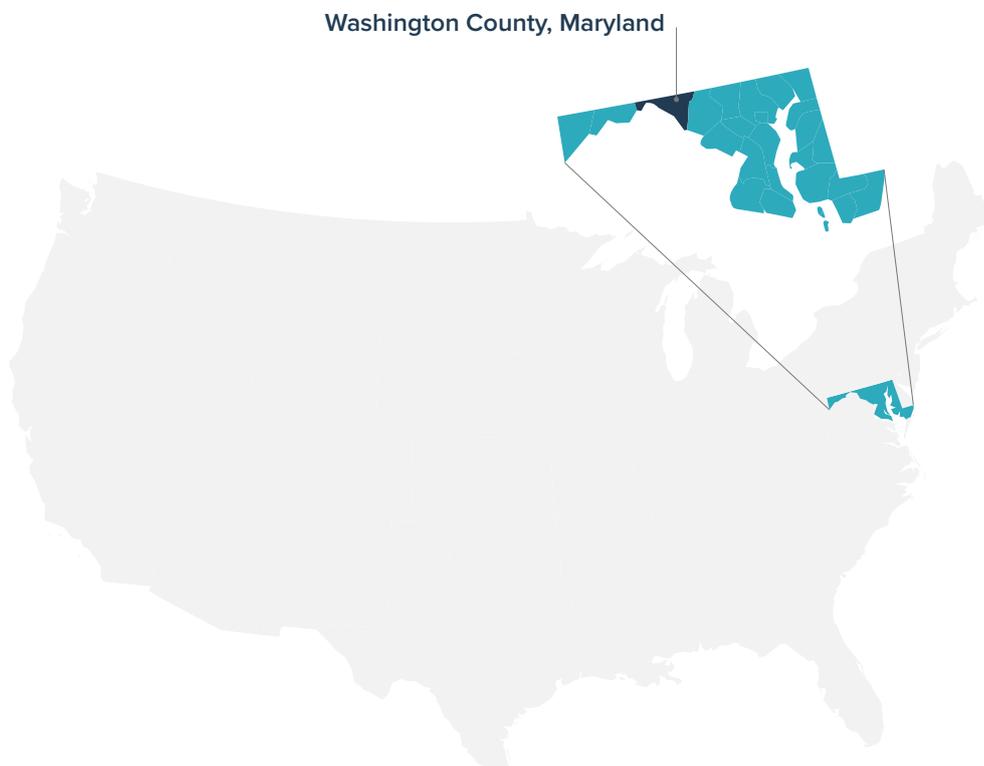
## Collaboration for Healthier Lives

The Collaboration for Healthier Lives (CHL) is led by The Consumer Goods Forum. The CHL is a global movement led by manufacturers and retailers to encourage shoppers to make healthier choices. We act at the origin of healthy decisions to empower people to live healthier lives and drive shared value. As a collective, we are exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge at scale, cross-industry. Our goal is to make healthier decisions easier and habitual for people in every community around the world.

## Why Hagerstown?

Collaboration for Healthier Lives selected Hagerstown, Maryland as the target region of their US pilot project for several factors including the demographics and the presence of established community organizations focused on health and wellbeing. Hagerstown is the county seat of Washington County.

- The demographics revealed Hagerstown to be a suitable area to promote healthier living. In Hagerstown, 35 percent of adults are considered obese, compared to 30 percent in Maryland. Cardiac disease and cancer were the two top leading causes of death. The demographics also included 16.8 percent of the population being over the age of 65, compared to 14.9 percent in Maryland, and 13.2 percent of the population living in poverty, compared to 9.7 percent in Maryland. All these metrics indicated that Hagerstown needed our support.
- The existing community presence of Healthy Washington County (HWC) was also a major factor. HWC is a coalition of community organizations including the Department of Health and Mental Hygiene, Meritus Health Systems (Hospital System), Washington County Public Schools, Johns Hopkins University, the Chamber of Commerce, and the YMCA. It was formed in response to a Community Health Needs Assessment, which was conducted to identify the primary health issues and risks in the county and to provide critical information to those in a position to improve the health of the region's residents. This existing community presence lowered the barriers-to-entry, allowing us to make a more significant impact, quickly.



# What we set out to achieve

The One for Good program was developed as the US chapter of Collaboration for Healthier Lives. Based in Hagerstown, Maryland, One for Good is one of 14 programs currently operating around the world.

One for Good’s mission is to improve the lives of Washington County residents by supporting wellness, a Healthy Washington County priority, through empowering citizens to make healthier choices. This was done through in-store and out-of-store activations. These activations facilitated education on techniques for healthier living while, in many cases, promoting partner organizations’ “better for you” products. See the Case Studies section below for examples of activations.

The US campaign was first launched in September 2017 with the aim of supporting community members in adopting healthier diets and lifestyles. Partnering with Healthy Washington County, our members – retailers and manufacturers – began to rollout the “One for Good” campaign in retail outlets and communities across the county. The campaign was relaunched in January 2019 focusing on four health and wellbeing pillars, originally set out by HWC but in alignment with the Collaboration for Healthier Lives’ goals. Those pillars include: Healthier food choices, Exercise, Smoking cessation, and Medication adherence.

Through collaboration between retailers, suppliers, and local community organizations, One for Good brings together different stakeholders across the community to improve health and wellness in Hagerstown. The goal is to generate learnings and best practices that are replicable and scalable on a global level. In total, there are 14 industry leaders, over 20 government and community organizations, and two academic institutions that are involved in supporting the initiative in Hagerstown.



# Goals

Each in-store or out-of-store activation focused on one of the four One for Good pillars. Each pillar has immediate, intermediate, and long-term goals. The immediate and intermediate goals are tracked by industry and analyzed by One for Good's academic partners to ensure a positive trajectory towards the program's longer-term goals. These goals and metrics were designed in partnership with our academic partners Dr. Pierre Chandon and Dr. Yu Ma from INSEAD and McGill University, respectively. Achieving these long-term goals would show a clear improvement in the health and wellbeing of Washington County residents. The long-term community health outcomes will be measured in future years by Healthy Washington Country.

	Inputs	Industry Outcomes	Health Outcomes
	Immediate [1 month]	Intermediate [3-6 months]	Long-term [3+ years]
<b>Program</b>	# of programs or events	Program awareness % of community intending to adopt healthier behaviors	Long term community health
<b>Healthier food choices</b> 	# of products promoted # of samples distributed # of educational materials disseminated	Retailer identified healthier product line units Sales lift of featured products Coupon redemption rate	Reduce % overweight adults
<b>Exercise</b> 	# of programs or events # of programming participation	Membership growth	Reduce % overweight adults Increased number of people reporting physical activity
<b>Smoking cessation</b> 	# of programs or events # of programming participation	Smoking cessation product sales lift	Reduction in adults who smoke
<b>Medication adherence</b> 	# of programs or events # of programming participation	% adherence Prescription script growth	Increased influenza vaccinations

# What have we achieved to date?

One year after the relaunch of the One for Good program in Hagerstown, we have held over 50 planned in-store and out-of-store events and generated over 30,000 interactions with members of the community across all four health and wellness pillars. In addition, we have documented over 430 programs (which consists of health fairs, classes, retailer events, and community events) that are related to our four pillars.

For the healthier food choice pillar, we observed a 10 percent increase in promoted product sales lift (median change across all featured products compared to a control store). Over the past year, our suppliers have conducted four different types of activations: merchandising, sampling events, demos, and CarePack. Merchandising activations have been the most effective in terms of sales lift.

For our exercise pillar, we observed an increase of five percent in YMCA membership from 2018 to 2019.

For our smoking cessation pillar, we observed an increase of 15 percent in overall sales lift of smoking cessation products (median change across all featured products compared to a control store), which was approximately the same as area-level sales.

For our medication adherence pillar, we observed an increase of 6 percent in script growth from 2018 to 2019, compared to -5 percent from 2017 to 2018. In addition, the two Walgreens stores involved in our initiative observed 84 percent of patients reaching sufficient proportion of days covered, which indicates that 84 percent of patients are adhering to their medicine at least 80 percent of the time.

The results in 2019 are shown in the following scorecard.

	Inputs		Industry outcomes	
	Programs	Interactions	% program awareness	% adopting healthier behaviors
Healthier food choices	41	4702	10% promoted product sales lift	% healthier foods in basket*
Exercise	340	17302	5% membership growth	% reported exercise*
Smoking cessation	35	6795	15% overall sales lift	% reporting smoke free*
Medication adherence	22	1203	6% prescription growth	84% medication adherence
<b>TOTAL</b>	<b>438</b>	<b>30002</b>		

\*Some industry outcomes could not be tracked this year but are planned to be measure moving forward.

# Impact of COVID-19

Due to the impact of COVID-19, data from 2020 for One for Good programs are not comparable to previous years. During the pandemic, the trend of panic buying skewed consumer purchasing trends and activations were placed on hold. In order to support the Hagerstown community during the pandemic One for Good organized a Crisis Response Team that met weekly to allow retailers, manufacturers, health authorities, and community organizations to share critical information.

This also allowed retailers and manufacturers to make targeted donations within the community. One for Good participants donated 200 thermometers, 5,000 gowns, and 2,000 surgical masks to local hospital and government organizations, 4,000 masks to local organizations, and shelf-stable food products for 3,500+ home-delivered meals. Additionally, the group gathered and disseminated essential information and health messaging throughout the community. The group will continue to meet and support the Hagerstown community throughout the duration of the pandemic.



## Case studies

# A. Better-for-you merchandising programming at MARTIN'S Food Markets

In 2018 and 2019, MARTIN'S ran a series of tests to determine the sales performance of better-for-you displays vs. other planned displays to determine the impact of the signage and displays on healthy retailer perceptions, shopper awareness, and any coinciding changes in purchase behavior.

In 2018, PepsiCo and MARTIN'S collaborated to increase the prominence of better-for-you products in three Hagerstown stores through a cross-category merchandising program. "Hello Goodness" branded displays were placed in prominent areas of the store and showcased products such as oatmeal and breakfast bars, 100 percent juice, baked and reduced fat chips, water, and no-calorie teas. To complement the placement of displays, PepsiCo also hosted monthly sampling events and shared recipes to demonstrate new ways to use featured products. The intent of the program was to adjust the choice architecture to make the healthier choice the easier choice for shoppers – curating a small set of products with lower levels of sodium, added sugars, or saturated fat, and to make it easier for consumers to locate and select better-for-you products in test stores.

When selecting the products to be included on the displays, PepsiCo and MARTIN'S relied on Guiding Stars – a nutrition rating program championed by MARTIN'S – to communicate the nutritional value of certain foods to their shoppers online and via shelf tags. All products featured on the displays received Guiding Stars ratings of one or higher (maximum of three stars).

Central to the success of this program was the ability to build upon existing commercial programs to advance One for Good's objectives of helping consumers lead healthier lives. Not only was this the first time that PepsiCo's "Hello Goodness" concept – originally developed for food service – was tested in retail, but the program also coincided with the launch of MARTIN'S Guiding Stars initiative in stores.

From September through December 2019, MARTIN'S built on these initial efforts by testing better-for-you endcaps and displays of a range of Guiding Star earning items, and associated signage at display and throughout the store.

This programming demonstrated Guiding Stars displays performed at parity with non-Guiding Star displays and found that communicating better-for-you messaging encouraged shoppers to place more nutritious items in their baskets. Shopper interviews conducted in 2019 showed increased (i) awareness of the Guiding Stars program (+14pts), (ii) intent to purchase healthier products; (iii) and healthy retailer perceptions in areas like quality and variety. Lastly, with a very small sample, One for Good academics were able to identify a small but significant finding that shoppers who recalled the Guiding Stars program made healthier purchases vs. a year ago than those who did not recall the Guiding Stars program. While small in nature, these tests help to show that with increased awareness we may be able to help shoppers make better-for-you purchasing decisions in a retail environment.





## Case studies

# B. Barilla Cooking Demos and their partnership with Meritus and the YMCA

The Meritus Health and YMCA collaboration with Barilla centered around the healthier food choices pillar. Barilla sent a chef to facilitate a train-the-trainer all-day workshop to teach Meritus and YMCA staff how to cook the pasta and use the recipe builders to meet the individual needs and preferences of those attending the cooking demos. As a result of this training, the donation of a mobile kitchen, and pasta samples, multiple Barilla healthy pasta cooking demos were held with community partners over the course of the year. During the demos, nutritional education was provided that addressed not only the nutritional information for the healthy pasta dishes, but also the cost, time, and ease of making the recipes.

Recipe builders and pasta coupons were distributed to interested parties. At several events, attempts were made to encourage participants to complete the online Barilla/Healthy Washington County survey, however there was low engagement.

Demos occurred at multiple locations and with multiple partners such as Hagerstown Parks & Recreation, Martin's, Walgreens, Meritus Diabetic Educators and care managers for a World Diabetes Day event held at Meritus, Hagerstown City Hall, Healthy Family Festival at Family Healthcare and United Way event, and the Meritus and Zion Baptist Church Move Expo in October 2019.

Overall, the demos were quite successful in teaching community members how to eat healthier with pasta. The demos were well-received, easy, and fun. Many participants stated the pasta tasted good, were surprised how healthy the pasta was, and indicated they would be willing to try the recipes at home. Word has spread throughout the community about the healthy pasta cooking demos that Meritus Community Health Education and Outreach is doing. There have been several requests to give demonstrations and many had been scheduled for 2020 before the COVID-19 outbreak restricted further events.

“Meritus Health sincerely appreciates the support from One for Good to our front-line employees as well as to our community during COVID-19. During this time of crisis, the collaboration between healthcare, community and corporate organizations was invaluable in providing a comprehensive approach to caring for our community.”

**Cynthia Earle** | Manager of Community Health at Meritus Health

#### Deep dive into the Barilla Demos held at YMCA

The demos that were held at the YMCA were done in the front lobby of the building, during a high traffic time for kids and families – usually at night when there was Swim Team practice. The food would be cooked in an assembly line so that the participants could clearly see the food preparation. The ingredients chosen were bright in color, using red or yellow peppers, cherry tomatoes, and asparagus for vegetables and either chickpeas or chicken for protein. As the participants passed by, the volunteers would explain what was being cooked and hand out recipe builders for them to build their own meals with Barilla Pasta. Nutritionist representatives from Martin’s were present to help answer questions.

Key learnings during this event included that the sensory experience was important – people were more willing to try something different when they saw it being prepared, especially when the cooking smelled so wonderful. In fact, multiple kids and teenagers wanted the recipes so they could recreate the pasta at home. One young man brought his mother over to show her the pasta and what was in it so that they could purchase the ingredients and make dinner for his family the next week.



## Case studies

# C. Walgreens Seniors Day, and their partnership with community organizations in Hagerstown

From February 2019 to February 2020, the two Walgreens locations in Hagerstown held a Seniors Day on the first Tuesday of each month. The events involved handing out coupons to all seniors who attended, which would provide them Walgreens Balanced Rewards points as an incentive for speaking to the pharmacists about the program of the month such as 90-day refills, text message refills, digital adherence tools, or senior safety. Most themes revolved around improving medication adherence. Additionally, seniors would get a 20 percent off coupon for their purchases on this day. In this year-long period Walgreens had 1,871 patient interactions on these days, measured by use of the coupon.

The event was amplified by the partners at Meritus Health, the Department of Aging, and Healthy Washington County. They would set up tables in the pharmacy waiting room and engage with patients about other in-store health programs and the benefits available to them as a Hagerstown resident. Everyone enjoyed having these representatives on-site and this helped to differentiate the event from the Senior Day that all other Walgreens activate on the same day. We learned that because of the execution and engagement from these events, stores can out-perform control stores on their Proportion of Days Covered (adherence measurement). One of the two stores exceeded their target for calendar year 2019 and the other came very close.

Testimonials from the store managers are positive:

“It’s a great event. The engagement between Virginia Ave [the other participating Walgreens store] and my store challenging and pushing each other every month on buck slips helps not only customer awareness for One for Good, but morale and engagement in my staff as well.”

**Tijah Johnson** | Store Manager

“The engagement that has been created around Seniors Day and One for Good in my store is uplifting and encouraging. To see my team work with these partners in providing services for our Seniors aligns with my purpose as a leader.”

**Tiffany Causby** | Store Manager

# Supportiv: 24/7 Peer Support Chat

Case studies

## D. Walmart & Supportiv Peer Support Offering

In the past, there had been a lack of digital health tools for community members in Hagerstown to engage with. The ask had been that retailers and manufacturers suggest and implement ways whereby residents of the community could be digitally engaged to make healthier choices and feel supported. In May 2020, Walmart, one of the One for Good member organizations, proposed to offer a web-based real-time peer-to-peer support system for community residents.

Walmart, already in contract with [Supportiv](#), met with the Supportiv and One for Good teams to understand the capabilities of the Supportiv offering for a Hagerstown rollout. Supportiv, a peer support network, offers 24/7 anonymous peer support chats and hyper-personalized resources for any mental health, emotional well-being, or daily life struggle topic. Walmart agreed to roll out Supportiv in June 2020 and the tool is now live on the [Healthy Washington County website](#).

Over its first month in use on the Healthy Washington County website 10 percent of visitors interacted with the Supportiv tool. This offered Hagerstown residents instantaneous access to live, topic-specific peer support chats, and real-time hyperlinks to relevant self-help resources. Additionally, Supportiv was able to collect valuable data on the interactions of its users, anonymously. This allows One for Good to understand the struggles of Washington County residents, such as stress, romantic relationships, or work, at an aggregated level. These insights will support the adaptation of activation design and strategy in Hagerstown moving forward.

As we look to scale the One for Good initiative, we need digital tools that are easily accessible from different geographic locations. We expect to see more adoption as we increase the touchpoints for the Supportiv offering.

# Key learnings

While our work in Hagerstown has been successful, we have identified a variety of key learnings from our experience. As we look to build on our success in Hagerstown it will be important to leverage these insights to continue to increase the impact of our work.

## 1. Alignment between organizations

From our strategic planning session in the beginning of 2019, we realized that it is absolutely critical to align on a mission, objective, and course of action amongst all constituents of One for Good. It was only after we aligned on the four pillars of wellness that we started making more of a focused effort with our activations and had a larger presence in the community. In addition, given that everyone involved in One for Good is primarily doing the work voluntarily on the side of their normal responsibilities, it is very important to ensure there is a strong commitment from all members involved to make sure that One for Good continues to gain traction and activations continue to happen as planned.

Additionally, corporate-level and store-level leadership teams should be aligned on goals of the program to allow for better execution. This would allow for a seamless experience during activations amongst different manufacturers and retailers.

## 2. Understanding definitions and expectations for progress

Aligning on the definition of “healthy” was a challenge that we faced early on, given there are many different interpretations. However, we realized that measuring healthier behavior directionally, compared to 100 percent healthy, would more accurately track One for Good’s progress. This would also better capture shifts in purchasing within categories given that there is a low likelihood of seeing any major changes in consumer behaviors overnight. Example, if we can shift consumers buying full fat chips to reduced fat, that is still showing progress.

## 3. Digital tools and platforms

From our survey that was conducted on Numerator’s consumer panelists, we realized the importance of social media, as survey responses showed that digital content is still a major driver of awareness compared to in-store activations. As a result, we have worked hard with the help of Nestlé to create the new Healthy Washington County [website](#) and increase our online presence to engage with consumers on a digital platform in addition to traditional in-store methods.

**“OFG has been a life sustaining connection for those we serve, not only providing access to products and services during a crisis but also critical supports, education and limitless networking opportunities.”**

**Amy Olack** | CEO of the Commission on Aging

#### **4. Community partnerships**

Community partnerships have proven to be a key factor in observing success, especially given that many of our community partners have contributed a large number of consumer interaction numbers and program numbers to our scorecard. We have leveraged pre-existing health and wellness programs such as smoking cessation classes offered by the Health Department, which have contributed to accelerating health outcomes and program reach within the community. While Healthy Washington County hosts a website that acts as a one-stop shop for the community activations and actively tries to participate in retailer activations, retailers and manufacturers should also take the initiative to get involved in the community-led events to collaborate with the community partners.

#### **5. Frameworks for logistics and data gathering for more efficiency in execution**

Documentation for frameworks for both logistics and data gathering should be in place while executing activations to save time during planning and execution. Ensuring NDAs are in place and determining the appropriate contacts within an organization is a critical first step when gathering data. In addition, it is important to partner with academics to help with measurement of the initiative, as this lends increased credibility of results and has encouraged partners to share more data. In the future, it is important to involve academics as early as possible, to enable them to start deriving hypotheses in the beginning of the project and be involved in activation design to find the best performing actions for everyone involved.

# Next Steps

Collaboration for Healthier Lives is about making it easier for people around the world to adopt healthier lives for themselves and their families. It is a global movement led by manufacturers, retailers, public health authorities and local communities, delivering local movements in communities worldwide. The team in the US set about exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge. We are now at a tipping point of finding our path forward to impact at scale.

We set about this journey to focus on two key KPIs:

- Driving healthier baskets
- Increasing awareness on how to live healthier lives

The US team is working to measure, learn, and evaluate its impact with the ambition to scale. The [launch](#) of The Consumer Goods Forum Coalition of Action on Healthier Lives on World Health Day fully supports the ambition of the US multi-stakeholder team.

Collaboration for Healthier Lives teams around the world are now working on:

- Sustaining existing action in local communities
- Replicating sustainable action in other geographical locations
- Scaling nationwide (in-store and/or digitally)

To enable stakeholders around the world to work on a mechanism to scale, The Consumer Goods Forum, with support from Oliver Wyman, launched its [Global Learning Mechanism](#) platform to facilitate the sharing of learnings and insights on what works (and what does not) for all stakeholders working to empower healthier people globally.

**“CHL US is a great example of what can be achieved when various stakeholders come together and align on a clear set of objectives, and then work to deliver impact. We want to now take the best of what we’ve learned from our activities in Hagerstown and see how we can scale in the US. We look forward to working with even more partners in the future and having a greater impact on the health of communities across the country.”**

**Sharon Bligh** | Healthier Lives Director at The Consumer Goods Forum

### **About Collaboration for Healthier Lives (CHL)**

The Consumer Goods Forum (CGF) Coalition, Collaboration for Healthier Lives (CHL), is about making it easier for people around the world to adopt healthier lives for themselves and their families. It's about making healthier decisions easier and habitual for people in every community around the world. It is a global movement led by manufacturers, retailers, public health authorities and local communities, delivering local movements in communities worldwide. There are currently nine CHL initiatives running across 14 countries. As a collective, members of the CGF, and their partners, are exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge at scale, cross industry. Health is not a competitive advantage; it's a basic necessity. And, it's clear no company can solve this issue alone. Collaboration is needed at scale and across sectors if the consumer goods industry is to play the necessary role in the health and wellbeing of people.

### **About The Consumer Goods Forum**

The Consumer Goods Forum (CGF) is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 3.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 50 manufacturer and retailer CEOs. For more information, please visit: [www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com).

### **About Oliver Wyman**

Oliver Wyman is a global leader in management consulting. With offices in 60 cities across 29 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. The firm has more than 5,000 professionals around the world who work with clients to optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies.



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