

Centers For Disease Control and Prevention  
National Conference on Health Communication, Marketing, and Media  
Subject: Opening Plenary  
Date: Wednesday, August 29, 2007

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>> GOOD MORNING.

GOOD MORNING, EVERYONE.

WELCOME.

WE'RE GETTING READY TO START VERY SHORTLY, SO I'LL ASK ALL OF YOU  
TO PLEASE SILENCE YOUR COMMUNICATION DEVICES.

THANK YOU.

WOULD EVERYONE PLEASE STAND FOR THE PRESENTATION OF COLORS BY THE  
ATLANTA AREA COMMISSION CORP HONOR CADRE?

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TODAY MARKS THE SECOND ANNIVERSARY OF HURRICANE KATRINA.

PLEASE REMAIN STANDING.

WE WILL HAVE A MOMENT OF SILENCE IN REMEMBRANCE OF THOSE WHO ARE  
LOST AND TRAGEDY AS A RESULT OF THE CATASTROPHIC EVENT.

YOU MAY BE SEATED.

AGAIN, GOOD MORNING.

I'D LIKE TO WELCOME YOU TO THE FIRST NATIONAL CONFERENCE  
COMMUNICATION OF MARKETING AND MEDIA AND ALSO TO THE MARKETING  
GLOBAL COMMUNICATION CENTER.

AND BEFORE I CONTINUE, I HAVE TO POINT OUT THE EMERGENCY  
PROCEDURES HERE.

IN CASE OF AN EMERGENCY, YOU WOULD EXIT OUT OF EITHER OF THESE  
TWO SIDE DOORS AND CONTINUE BACK TO THE BACK HALLWAY WHERE THERE  
ARE EMERGENCY EXITS FROM THE BUILDING.

IN ADDITION, THE BATHROOMS ARE LOCATED OUT IN THE HALLWAY FROM  
YOUR RIGHT, YOU GO TO THE BACK HALLWAY.

IF YOU'RE GOING FROM THE LEFT OUTSIDE THIS BUILDING, YOU WOULD GO  
TOWARDS THE LOBBY.

AND IF YOU NEED ANY ASSISTANCE LOCATING ANYTHING, WE HAVE  
VOLUNTEER AMBASSADORS THROUGHOUT THE CONFERENCE HERE TO HELP YOU,  
OR YOU CAN JUST STOP BY THE INFORMATION TABLE THAT IS RIGHT OUT  
IN THE AREA.

THIS FACILITY IS A SECURE FACILITY.

AND THEREFORE, UNLESS YOU HAVE THE DEPARTMENT OF HEALTH AND HUMAN  
SERVICES BADGE OR OTHER AGENCY, YOU MAY NOT LEAVE THE BUILDING  
UNLESS ESCORTED.

AS I SAID BEFORE, WE DO HAVE AMBASSADORS AND A LOT OF PEOPLE  
AROUND WILLING TO HELP YOU.

IF THE NEED ARISES, PLEASE GO TO THE INFORMATION TABLE AND LET  
SOMEONE KNOW.

AGAIN IF YOU HAVEN'T DONE SO ALREADY, PLEASE SILENCE YOUR  
COMMUNICATION DEVICES AT THIS TIME.

OKAY.

NOW, WE'RE GOING TO MOVE ON WITH OUR CONFERENCE.

I'D LIKE TO PRESENT TO YOU DR.

STEVEN SOLOMON, CAPTAIN, U.S.

PUBLIC HEALTH SERVICE COMMISSION CORPS AND DIRECTOR OF THE  
COORDINATING CENTER FOR HEALTH INFORMATION AND SERVICES.

>> THANK YOU VERY MUCH.

LET ME ADD MY GOOD MORNING TO YOU.

AND LET ME WELCOME YOU ON BEHALF OF CDC'S DIRECTOR DR. JULIE  
GERBERDING.

I ALSO WELCOME YOU TO ATLANTA.

IN RECENT YEARS COMMUNICATION, MARKETING AND MEDIA HAVE UNDERGONE

AN EXTRAORDINARY REVOLUTION, A TREND THAT WILL, AS THIS GROUP KNOWS BETTER THAN ANYONE, NOT ONLY CONTINUE BUT VERY LIKELY ACCELERATE.

THE VIGOROUS APPLICATION OF THAT REVOLUTION TO PUBLIC HEALTH REPRESENTS A TREMENDOUS CHANGE IN THE WAY WE DO OUR JOBS AND EVEN THE WAY WE THINK.

THAT'S ESPECIALLY TRUE FOR THOSE OF US WHO HAVE BEEN AT THIS FOR SO LONG THAT WE REMEMBER A TIME WHEN THE ONLY PEOPLE WHO COULD FLIP OVER A HANDHELD PIECE OF PLASTIC AND TALK TO THEIR COLLEAGUES THOUSANDS OF MILES AWAY WERE ON "STAR TREK." IT'S AN HONOR FOR ME TO BE PART OF THE OPENING SESSION OF THIS CONFERENCE.

BUT I ALSO HAVE THE HONOR EVERY SINGLE DAY OF WORKING WITH THE EXTRAORDINARY WOMEN AND MEN WHO DO COMMUNICATIONS, MARKETING AND MEDIA AT CDC.

THEIR DEDICATION, THEIR COMMITMENT, THEIR TRULY TIRELESS WORK IN SERVICE AND PUBLIC HEALTH IS INSPIRING.

THEY, LIKE ALL OF US AT CDC, ARE COMMITTED TO THE IDEA THAT WE SHOULD BE A RESPECTED AND INFLUENTIAL VOICE IN PUBLIC HEALTH, THAT WE SHOULD ALWAYS ADHERE TO THE HIGHEST LEVEL OF SCIENTIFIC INTEGRITY IN WHAT WE PRESENT, THAT WE CAN AND MUST SPEAK AUTHORITATIVELY AND CONVINCINGLY TO HELP LEAD PEOPLE AND THEIR COMMUNITIES TO BETTER HEALTH.

BUT WE ALSO KNOW THAT TO DO THAT SUCCESSFULLY, TO MAKE OUR VOICE HEARD ABOVE THE IDEAS AND OPINIONS THAT BESIEGE HEALTH CONSUMERS EVERY DAY, WE MUST JOIN TOGETHER WITH ALL OF YOU.

WE MUST LEARN FROM YOU.

WE MUST COMBINE WITH YOUR TALENTS AND EXPERTISE AND KNOWLEDGE.

WE MUST WORK WITH YOU NOT JUST TO EMBRACE THE CONSTANT CHANGE THAT IS THE ESSENCE OF THE COMMUNICATION REVOLUTION, BUT WE NEED TO DRIVE THAT CHANGE IN THE INTEREST OF PUBLIC HEALTH AND, IN FACT, USE IT TO REVOLUTIONIZE THE ENTIRE HEALTH SYSTEM AS WELL. THIS CONFERENCE PRESENTS A GREAT OPPORTUNITY TO FOSTER COLLABORATIONS AND PARTNERSHIPS.

AND WE HOPE THE END OF THIS CONFERENCE TOMORROW WILL BE THE BEGINNING OF THE NEXT PHASE IN OUR JOURNEY TOGETHER, TO MAKE A DIFFERENCE, TO EMPOWER PEOPLE AND COMMUNITIES WITH KNOWLEDGE AND TOOLS THAT THEY CAN USE TO BE HEALTHIER.

THAT JOURNEY'S GOING TO BE SUCCESSFUL IF WE TRAVEL IT TOGETHER.

AGAIN, LET ME WELCOME YOU TO THE CONFERENCE.

AND IT'S NOW MY PLEASURE TO INTRODUCE YOU DR. JAY BERNHARD WHOSE CONCEPTION IS THIS CONFERENCE.

JAY.

>> GOOD MORNING.

LET ME FIRST START BY THANKING DR. SOLOMON FOR YOUR REMARKS AS WELL AS YOUR LEADERSHIP IN HELPING MAKE THIS CONFERENCE POSSIBLE. ON BEHALF OF MY CO-HOST TODAY ON THE FRONT HERE, DONNA, STAND UP AND BE RECOGNIZED, DONNA GARLAND WHO IS THE CHIEF OF CDC'S OFFICE OF ENTERPRISE COMMUNICATION.

TOGETHER WITH THE NATIONAL CENTER FOR HEALTH MARKETING, AS YOUR CO-HOST, TODAY, I'M DELIGHTED TO WELCOME YOU HERE TO THE FIRST EVER NATIONAL CONFERENCE ON HEALTH COMMUNICATION, MARKETING AND MEDIA.

AND AS DR. McMcDUFFIE MENTIONED, WE'RE ALL SITTING TODAY IN THE CENTER AT CDC, SO WHAT BETTER PLACE WE COULD THINK OF TO HAVE OUR VERY FIRST MEETING ON THIS TOPIC.

EARLIER THIS YEAR I WILL TELL YOU THAT MANY OF MY COLLEAGUES AT CDC, MANY OF THEM IN THIS ROOM OR WATCHING ON THIS STREAM,

THOUGHT WE WERE ABSOLUTELY OUT OF OUR MINDS TO TRY TO PLAN A NATIONAL CONFERENCE IN ABOUT SIX MONTHS. I WILL TELL YOU, LOOKING BACK AT THE LAST SIX MONTHS, THAT THEY WERE PROBABLY RIGHT. AT THE SAME TIME, WE ARE ALL HERE TOGETHER TODAY, SO WE'RE DELIGHTED TO GO AHEAD FORWARD WITH OUR CONFERENCE. I WANT TO START BY RECOGNIZING AND ACKNOWLEDGING A NUMBER OF PEOPLE WITHOUT WHOM THIS MEETING WOULD NOT BE POSSIBLE. AS I ANNOUNCE YOUR INVOLVEMENT OR YOUR NAME, PLEASE STAND AND BE RECOGNIZED. FIRST AND FOREMOST, THOSE MEMBERS OF OUR CONFERENCE PLANNING COMMITTEE WHOSE NAMES APPEAR IN THE FRONT OF OUR PROGRAM. WOULD YOU ALL PLEASE RISE AND BE RECOGNIZED? AND IT'S THROUGH THEIR VISION AND WISDOM THAT THIS -- THE CONTENT OF THIS MEETING WAS PUT TOGETHER. I ALSO WANT TO RECOGNIZE OUR CONFERENCE CO-CHAIRS, DR. CYNTHIA BOWER, DON ARLUE AND DON MAYBACK. WOULD YOU PLEASE STAND AND BE RECOGNIZED? AND ESPECIALLY OUR CONFERENCE CHAIR, DR. KATHLEEN McDUFFIE. I'D ALSO LIKE TO RECOGNIZE THE TRULY AMAZING CDC STAFF WHOSE INCREDIBLE WORK MADE TODAY POSSIBLE. MANY OF THEM ARE ALREADY IN THE HALLWAY DOING OTHER THINGS, GETTING READY FOR FUTURE SESSIONS. BUT ANY OF THEM IN THE ROOM, PLEASE STAND AND BE RECOGNIZED FOR YOUR GREAT WORK. AND LAST BUT NOT LEAST I WANT TO THANK AND RECOGNIZE OUR CONFERENCE CO-SPONSOR, THE NATIONAL PUBLIC HEALTH INFORMATION COALITION KNOWN AS NPHIC. THEY'RE A CLOSE PARTNER WITH CDC. THEY REPRESENT STATE AND TERRITORIAL LEADERS IN PUBLIC HEALTH INFORMATION FROM THROUGHOUT THE COUNTRY. SO PLEASE JOIN ME FROM RECOGNIZING OUR CLOSE PARTNER. AND THERE IS A -- THEY HAVE A BOOTH OUTSIDE THESE DOORS HERE. ENCOURAGE YOU VISIT THEIR BOOTH. THIS HAS BEEN A HISTORIC DAY AS WE HOLD OUR FIRST EVER CONFERENCE ON HEALTH COMMUNICATION, MARKETING AND MEDIA, BRING TOGETHER MORE THAN 400 SCIENTISTS AND PRACTITIONERS, PROFESSIONALS AND STUDENTS, FROM THROUGHOUT THE U.S., FROM MANY COUNTRIES THROUGHOUT THE WORLD. ALL OF US WORKING TOGETHER TO SHARE OUR KNOWLEDGE AND OUR WISDOM AND OUR ENTHUSIASM IN THIS RAPIDLY EXPANDING AREA OF RESEARCH AND PRACTICE. BECAUSE THIS IS THE FIRST TIME WE'VE PLANNED A CONFERENCE LIKE THIS, WHEN WE BROUGHT TOGETHER OUR OUTSTANDING PANEL OF CONFERENCE PLANNERS, WE DISCUSSED ABOUT WHAT THE THEME FOR TODAY'S MEETING SHOULD BE AND DEBATED AND DISCUSSED AND CONSIDERED MANY OPTIONS. IT WAS VERY HARD TO COME UP WITH A SINGLE THEME. SO LIKE GOOD PUBLIC HEALTH PROFESSIONALS WE ULTIMATELY SETTLED ON THREE, EXPANDING NETWORKS, INCREASING KNOWLEDGE, AND ADVANCING PUBLIC HEALTH. WE'RE ACTUALLY QUITE CONFIDENT THAT OVER THE NEXT DAY AND A HALF WE'RE ALL GOING TO BE ABLE TO ACCOMPLISH ALL THREE OF THOSE THINGS. FOR OUR FIRST THEME, EXPANDING NETWORKS, WE HOPE ALL OF YOU HERE WILL EXPAND YOUR PROFESSIONAL NETWORK. MEETING PEOPLE AROUND THE TABLE, IN THE CONFERENCE, RECEPTION, GETTING TO KNOW THEM, GETTING AT LEAST ONE OR TWO OR MORE BUSINESS CARDS FROM COLLEAGUES, HELP REALLY BUILD AND EXPAND OUR NETWORK.

AND SPEAKING OF NETWORKS, I WANT TO INVITE THOSE OF YOU WHO ARE WILLING TO GET UP EARLY TOMORROW TO COME JOIN US IN THIS ROOM AT 7:00 A.M. FOR A DISCUSSION ABOUT HOW WE MIGHT FORMALLY EXPAND AND STRENGTHEN OUR PROFESSIONAL NETWORKS BEYOND THIS CONFERENCE, EXPLORING WAYS TO EXPAND NEW ELECTRONIC COMMUNICATION TOOLS, NETWORKING TOOLS AND OTHER STRATEGIES YOU MIGHT CONSIDER TO HELP EXPAND AND STRENGTHEN OUR NETWORK.

ALSO THERE'S A SIGN-UP FORMAT THE INFORMATION DESK OUTSIDE OF THIS ROOM, IN THE LOBBY, FOR PEOPLE INTERESTED IN COLLABORATING WITH CDC ON AN EFFORT TO DEVELOP GRADUATE LEVEL COMPETENCIES FOR GRADUATE LEVEL TRAINING.

IF THIS IS AN AREA OF INTEREST FOR YOU AS AN EMPLOYER OR INSTRUCTOR OR SOMEONE INTERESTED IN THAT PART OF THE FIELD, PLEASE DO SIGN UP WITH YOUR NAME AND E-MAIL BECAUSE WE'RE GOING TO BE ROLLING THAT OUT IN THE COMING MONTHS.

FINALLY, WE'VE ALSO SET UP A CONFERENCE CAMERA WHICH IS ACTUALLY GOING TO BE SET UP DOWN IN OUR STUDIOS IN THE SAME BUILDING WHICH IS TWO STORIES DOWN TO CAPTURE YOUR THOUGHTS AND YOUR STORIES AND YOUR OWN EXPERIENCES ON THE GROWTH OF MARKETING, COMMUNICATION, AND MEDIA.

SO WE INVITE YOU TO SIGN UP AT THE INFORMATION TABLE DESK. HAVE YOUR STORY RECORDED AND TOLD.

IT CAN BE PART OF THE ARCHIVES ABOUT THIS HISTORIC EVENT.

BACK TO OUR THEME, AS FAR AS OUR SECOND THEME, INCREASING YOUR KNOWLEDGE, I AM ABSOLUTELY SURE THAT IF YOU ATTEND ANY OF OUR SESSIONS FROM THE BREAKOUTS TO THE YOU WILL LEARN A LOT.

WE HAVE ASSEMBLED AN INCREDIBLE PANEL AND DIVERSE GROUP OF SPEAKERS AROUND PANEL, WORKSHOP LEADERS, I THINK THE HARDEST PART FOR ME FRANKLY WAS THIS INCREDIBLE LINE-UP OF SPEAKERS AND DECIDING WHICH SESSIONS TO GO TO BECAUSE THEY ARE, IN FACT, SO GOOD. SO I DO ENCOURAGE YOU TO -- WE HAVE FIVE CONFERENCE THEMES OR TRACKS. I ENCOURAGE YOU TO GET INVOLVED IN THOSE.

WE ALSO HAVE A NUMBER OF INTERACTIVE WORKSHOPS.

WE'RE ACTUALLY DOING TO ROLL UP OUR SLEEVES AND DO SOME WORK TOGETHER TO ADVANCE THE FIELD.

PLEASE DO PARTICIPATE IN THOSE.

AS FAR AS OUR LAST THEME, WE HOPE THAT EVERYBODY HERE CAN COME TOGETHER. THOSE IN THE ROOM, THOSE IN OUR OVERFLOW ROOM NEXT DOOR.

WE ENCOURAGE YOU TO SPLIT YOUR TIME.

WE HAVE MORE PEOPLE THAN CAN PHYSICALLY FIT IN THIS ROOM.

OVER THROUGH THE DAY AND A HALF OF VARIOUS SESSIONS WE INVITE YOU AND ENCOURAGE YOU TO FIT IN DIFFERENT PLACES IN DIFFERENT ROOMS TO BE ABLE TO MEET DIFFERENT FOLKS.

BUT AT THE SAME TIME, WE HOPE ALL OF US COME TOGETHER.

WE DO ALL COME FROM DIFFERENT AREAS OF TRAINING, DIFFERENT DIVERSE DISCIPLINES, EACH WITH OUR OWN THEORIES AND MODELS, HISTORY AND TRADITION.

WE WANT TO RESPECT THAT AND HONOR THAT.

BUT WHAT I HOPE WE CAN ALL REMEMBER IS WHAT BRINGS US TOGETHER.

WHAT BRINGS US TO THE IS OUR SHARED BELIEF THAT CUSTOMERS, HOWEVER WE DEFINE THEM, INDIVIDUALS, COMMUNITIES, POPULATION, ARE WHAT MATTERS MOST.

THAT INFORMATION IS POWERFUL.

AND THAT PROTECTING AND PROMOTING PEOPLE'S HEALTH IS A NOBLE CAUSE AND A CAUSE WORTH FIGHTING FOR.

OVER THE COURSE OF THIS CONFERENCE AND BEYOND THIS CONFERENCE, IT'S OUR HOPE THAT ALL OF US CAN GET BEYOND OUR

DISCIPLINED-CENTERED THINKING AND WE REMAIN FOCUSED ON OUR SHARED VISION.  
I ENCOURAGE ALL OF US TO REMEMBER THE OLD AFRICAN PRO HAVE BEEN  
THAT SIS IF YOU WANT TO GO FAST, GO ALONE.  
BUT IF YOU WANT TO GO FAR, GO TOGETHER.  
IN THE SPIRIT THAT I HOPE ALL OF US HOPE WE CAN ALL COME  
TOGETHER, EXPAND OUR NETWORKS, INCREASE OUR KNOWLEDGE, TOGETHER,  
ADVANCE PUBLIC HEALTH IN THE U.S. AND AROUND THE WORLD.  
SO AGAIN, THANK YOU ALL FOR COMING TO HONOR ALL OF YOU HERE.  
THANK YOU.  
AND WITH NO FURTHER ADIEU, IT'S NOW MY GREAT PLEASURE TO REALLY  
GET THE CONFERENCE STARTED.  
AND TO INTRODUCE YOU TO ONE OF OUR CONFERENCE CO-CHAIRS, DR. ED MAYBACK.  
YOU KNOW ED AS A SINKING SCHOLAR IN THE FIELD OF HEALTH  
COMMUNICATION AND MARKETING AND THE FOUNDER OF THE NATION'S FIRST  
RESEARCH CENTER ON CLIMATE CHANGE AND MARKETING AT GEORGE MASON  
UNIVERSITY.  
PLEASE WELCOME DR. MAYBACK.  
>> GOOD MORNING.  
SO I'M GOING TO TAKE A MOMENT JUST TO LET YOU KNOW WHAT'S GOING  
ON WITH MY INNER LIFE RIGHT NOW.  
I AM FEEL THE LOVE.  
AND I HOPE YOU ARE FEELING THE LOVE, TOO, BECAUSE I FEEL THAT I'M  
WITH MY FAMILY.  
I FEEL THAT I'M AT A FAMILY REUNION, MEETING MEMBERS OF MY FAMILY  
THAT I'VE NEVER MET BEFORE AS WELL AS YOU JOYFULLY MEETING AND  
GREETING MANY WHOM I HAVE KNOWN AND LOVED FOR MANY YEARS.  
WHEN I LOOK OUT AT YOUR FACES AND REALIZE THERE ARE MORE OF YOU  
TODAY THAT IS NOT ACTUALLY PHYSICALLY IN THIS ROOM, I THINK THIS  
IS PROBABLY THE LARGEST GATHERING EVER OF PUBLIC HEALTH  
COMMUNICATION AND MARKETING PROFESSIONALS.  
AND IF THAT'S NOT ENOUGH TO MAKE YOU FEEL THE LOVE, I DON'T KNOW WHAT IS.  
AS WE PLAN THIS CONFERENCE OVER THE PAST SIX MONTHS, WE AGREED ON  
MANY THINGS, CERTAINLY HAD GREAT SPIRITED DEBATES.  
WE DISAGREED ON MANY THINGS AS WELL.  
ONE OF PERHAPS THE MOST IMPORTANT THING WE AGREED ON WAS NO REAL  
DEBATE WHATSOEVER, IS IT ALL BEGINS WITH THE AUDIENCE, OR THE  
CUSTOMER, OR THE CONSUMER.  
DEPENDING ON WHICH CAMP YOU'RE FROM.  
I KNOW EACH OF THOSE WORDS PISSES AT LEAST SOME SMALL PORTION OF  
YOU OFF TO NO END, BUT THAT'S OKAY.  
IT'S ALL THE SAME IN MY EYES.  
SO WE ALL AGREE THE RIGHT PLACE IN THIS CONFERENCE IS A SESSION  
LOOKING AT HOW IT'S BETTER TO KNOW OUR CUSTOMERS.  
THIS IS A TOPIC OF DISCUSSION THAT WE'VE ALL BEEN ENGAGED IN FOR  
AS LONG AS WE'VE BEEN IN THE FIELD.  
IT CERTAINLY IS A TOPIC OF DISCUSSION THAT WARRANTS TO BE  
VISITING ON FREQUENT OCCASIONS.  
THE SPIRIT OF OUR SESSION THIS MORNING IS WE'RE TRYING TO LOOK  
THROUGH NEW EYES.  
WE ARE TRYING TO LOOK THROUGH NEW EYES BY VIRTUE OF BRINGING SOME  
REALLY EXCITING NEW MEMBERS OF THE COMMUNITY TO HELP US SEE THE  
CHALLENGE THROUGH THEIR EYES.  
SO OUR SESSION IS CALLED "UNDERSTANDING CONSUMERS."  
OUR FIRST SPEAKER IS MARY BETH YOURS.  
MARY BETH IS THE MANAGING DIRECTOR FOR A RESEARCH-BASED CONSULT  
TANSY THAT UNCOVERS DEEP INSIGHTS TO HELP CLIENTS DEVELOP AND  
IMPLEMENT STRATEGIES.

I'M GO GOING TO LEAVE HER OFFICIAL BIO AT THIS POINT BECAUSE I KNOW HER WELL ENOUGH TO WING EIGHT LITTLE BIT.  
IT'S BEEN MY GREAT FORTUNE TO WORK WITH MARY BETH OVER THE PAST YEAR ON A PROJECT IN WHICH WE ARE TRYING TO UNDERSTAND HOW TO MOVE FORWARD ON THE VEXING ISSUE OF HEALTH DISPARITIES IN AMERICA. MARY BETH WILL SHARE WITH YOU SOME OF WHAT WE LEARNED BUT SHE WILL NOT DO IT AS MAIN FOCUS OF HER TALK BUT TO ILLUSTRATE THE MORE IMPORTANT POINTS SHE WOULD LIKE TO MAKE ABOUT USING QUALITY TO RESEARCH METHODS TO UNDERSTAND CUSTOMERS IN A DEEP WAY, DEEP PART OF THEIR PSYCHE THAT HELPS THEM TO ORGANIZE AND MAKE SENSE OF THEIR OWN EXPERIENCE IN THE WORLD AROUND THEM.  
SO, MARY BETH'S TALK IS CALLED "USING METAPHOR TO UNDERSTAND AND COMMUNICATE TO YOUR AUDIENCE."  
AND WITHOUT FURTHER ADO, I GIVE YOU MARY BETH JOWERS.  
>> ALL RIGHT.  
THANK YOU, ED.  
THAT WAS A FAR BETTER DESCRIPTION OF MY TALK THAN I COULD HAVE GIVEN. LET ME JUST BRING UP MY SPEECH HERE.  
HERE WE GO.  
AS HE MENTIONED, MY NAME IS MARY BETH JOWERS.  
I'M A MANAGING DIRECTOR.  
I'M LIKE MOST PEOPLE, BUT WE DON'T ALWAYS NECESSARILY WORK IN PUBLIC HEALTH.  
IT'S A RATHER RARE OCCURRENCE FOR US.  
THAT WILL INTRODUCE WHAT WE'LL GET TO LAST IN OUR THOUGHTS AND HOPEFULLY MAKE YOU A LITTLE BIT INTERESTED IN STICKING AROUND.  
SO BEFORE WE GET TO THOSE CASE STUDIES THAT I'M GOING TO BE TALKING ABOUT IT WANT TO TALK TO YOU A COUPLE OF THINGS ABOUT WHO WE ARE. AS HE MENTIONED WE ARE A CUTTING-EDGE RESOURCE FIRM AND WE'RE DEDICATED TO UNDERSTANDING THE AUDIENCES OR WHOEVER WE'RE WORKING FOR ON A DEEP, OFTEN I'M POLICE IT LEVEL.  
AND OVER THE LAST TEN YEARS WE'VE BEEN LUCKY ENOUGH TO WORK WITH THE WIDE VARIETY OF COMPANIES AND ORGANIZATIONS, NON-PROFIT, GOVERNMENTAL ORGANIZATIONS AS DIFFERENT AS COCA-COLA, BANKING, SMALL LOCAL ORGANIZATIONS IN THE BOSTON AREA, GOVERNMENTAL ORGANIZATIONS SUCH AS THE DEPARTMENT OF HEALTH OF ARIZONA, .  
ALL OF THESE COMPANIES COME TO US FOR OUR EXPERTISE IN UNDERSTANDING CONSUMERS IN DIFFERENT AND UNIQUE WAYS AND UNDERSTANDING WHAT MAKES THEM IMPLEMENT AND UNDERSTAND HOW THEY GO ABOUT MAKING THEIR DECISIONS FROM A CORE HUMAN SIDE.  
AND OUR EXPERTISE COMES FROM OUR TWO FOUNDERS AND TWO PARTNERS, JERRY VAULTMAN WHO HE HIMSELF HAS WORKED EXTENSIVELY OVER THE YEARS IN THE DEPARTMENT OF PUBLIC HEALTH AT UNIVERSITY OF PITTSBURGH AND THEN AS WELL AS PENN STATE UNIVERSITY ON THE PSYCHOLOGY SIDE OF TRAINING.  
IT'S A LITTLE BIT OF AN OVER LOAD OF OUR FIRM.  
AND WHAT I'M GOING TO TALK TO YOU ABOUT IS WE'RE GOING TO GO OVER TOGETHER JUST A FEW BASIC IDEAS OF HOW THE MIND WORKS.  
FOR SOME OF YOU IT MIGHT BE NEW.  
FOR OTHERS, IT MIGHT NOT BE.  
BUT I HOPE THIS PUTS IN CONTEXT WHAT I AM GOING TO BE SHOWING TO YOU LATER ON THIS MORNING.  
AND THEN ONCE I GO THROUGH THOSE BASIC STEPS TOGETHER WITH YOU I'M GOING TO INTRODUCE OUR MAIN TECHNIQUE, WHAT YOU'LL HERE HEAR ME REFER TO.  
AS THEN FINALLY WE'RE GOING TO LOOK LIEU THE APPLICATION, ONE IN THE PUBLIC HEALTH CONTENT AND FINALLY ALSO ONE A LITTLE BIT --

BUT I'M GOING TO HELP YOU FIND INTERESTING.  
WE DID WORK FOR HARVARD UNIVERSITY AND THEIR AUDIENCE.  
THAT'S THE BASIC OUTLINE OF TODAY.  
FEEL FREE TO ASK QUESTIONS AT THE END AS WE HAVE A SHORT Q AND A SESSION.  
THE FIRST THING WE'RE GOING TO GO OVER TODAY IS IF YOU DON'T  
REMEMBER ANYTHING ELSE ABOUT WHY TALKED TO YOU ABOUT I'D LIKE YOU  
TO REMEMBER THE FACT THAT AS HUMAN BEINGS EVERY SECOND WE TAKE IN  
ABOUT 11 MILLION INFORMATION.  
THAT'S 60% OF THAT VISUALLY.  
BUT, HOWEVER, CONSCIOUSNESS AS A CHOKE HOLD ON THAT INFORMATION.  
IT'S A CHOKE POINT AND CAN BE ONLY PROCESSED BETWEEN 10 AND 16  
INFORMATION TOTAL FROM ALL THE SENSES.  
WHICH MEANS WE'RE GOING DOWN A VAST AMOUNT OF INFORMATION TO A  
MINUSCULE AMOUNT OF INFORMATION AS BEING PROFITED.  
THIS GIVES US THE QUESTION OF HOW DOES THE MIND KNOW WHAT YOU PAY  
ATTENTION TO?  
HOW DOES MY MIND SAFELY IGNORE ON A CONSCIOUS LEVEL OR PROCESS ON  
AN IMPLICIT LEVEL AND WHAT IT CAN IGNORE ALL TOGETHER?  
AND HOW DOES IT THAT YOU PRESENT A MODEL OF PRE-EXISTING  
KNOWLEDGE AND OVERVIEW OF WHAT THAT MEANS.  
THESE MENTAL MODELS ARE JUST BASICALLY THINGS THAT WE'VE  
EXPERIENCED BEFORE THAT IS STRUCTURED IN THE WAY WE'RE THINKING  
CURRENTLY.  
THESE METHOD MODELS TELL US WHAT WE CAN SAFELY IGNORE BUT THEY  
ALSO DO SOMETHING EXTREMELY IMPORTANT.  
THEY HELP US TO CREATE MEANING.  
NOW, IT MIGHT SEEM LIKE A VERY DRAMATIC THICK BUT IT'S SIMPLE.  
IT BASICALLY HELPS US COMMUNICATE TO EACH OTHER AND UNDERSTAND  
EACH OTHER OR VISUALLY OR HEAR OR SMELL OR TOUCH.  
I'M GOING TO SHOW YOU A VERY BRIEF EXAMPLE BUT I'M SURE THAT IT  
WILL BE FAMILIAR TO MOST OF YOU.  
THIS IS THE HEADLINE IN THE "NEW YORK TIMES."  
SOME OF YOU HAVE THE WRONG IMAGE THAT'S COMING.  
YOU'RE GOING TO SAY THE SAYING, IN "NEW YORK TIMES," HOPEFULLY  
MOST OF YOU HAVE INNOCUOUS IMAGE IN YOUR MIND'S EYE, BASED ON  
YOUR KNOWLEDGE, THAT'S WHAT THE "NEW YORK TIMES" OFTEN GENERATES  
IN ITS READERS.  
HOWEVER, IF WE SAW THIS IN THE NATIONAL "AMERICAN IDOL" INQUIRER,  
WE HAVE ENTIRELY DIFFERENT PICTURE POPS INTO YOUR MIND'S EYE.  
THIS IS BECAUSE THE MIND IS ACTUALLY TAKING THE INFORMATION IT  
KNOWS ABOUT THE "NEW YORK TIMES," ABOUT THE NATIONAL "ENQUIRER"  
AND BLENDING THAT INFORMATION AND CREATING MEANING, MOVING THAT  
IMAGE INTO YOUR MIND'S EYE ABOUT WHAT THAT MEANS.  
SO WHY I BRING THIS UP, BECAUSE NO INHERENT MEANING TO THE WORD.  
JUST LIKE WHEN YOUR VARIOUS AUDIENCES OR BOSSES OR EMPLOYEES OR  
AUDIENCES THERE'S NO INHERENT MEANING IN WHAT YOU SAY.  
THE MEANING IS CO-CREATE IN THE WHAT YOU'RE TRYING TO COMMUNICATE  
AND WHAT THEY'RE HEARING AND INTERPRETING IN THEIR MIND.  
AND THIS HAS PROFOUND IMPLICATIONS ABOUT HOW YOU GO ABOUT  
UNDERSTANDING YOUR CUSTOMERS AND ALSO ABOUT HOW YOU GO ABOUT  
CREATING PUBLIC HEALTH MESSAGES OR TALKING TO YOUR BOSS.  
EITHER ONE.  
SO THE SECOND THING I WOULD LIKE TO TALK ABOUT AS A FUNDAMENTAL  
FACT IS WHAT IS A METAPHOR.  
HOPEFULLY WE CAN ALL REMEMBER FROM HIGH SCHOOL WHAT METAPHORS AND  
SIMILES ARE.  
BUT ON A PSYCHOLOGICAL LEVEL A METAPHOR IS A WAY OF

UNDERSTANDING.

THE MIND DOESN'T JUST DO IT.

REMEMBER HOW I WAS TALKING ABOUT THE "NEW YORK TIMES" AND HOW YOU'RE CO-CREATING A MEETING.

BUT WHAT THE MIND DOES IS IT ALWAYS PUTS THESE FROM THE KNOWN TO THE UNKNOWN.

WHAT THAT MEANS IS IT'S ALWAYS TAKING NEW THINGS THAT IT'S BEING PRESENTED WITH, WHETHER IT'S A PRODUCT ON THE SHELF, MESSAGE YOU READ IN A NEWSPAPER, OR CONVERSATION YOU'RE HAVING WITH SOMEONE, AND IT PUTS THAT IN THE CONTEXT OF THAT WHICH YOU'VE ALREADY LEARNED, EXPERIENCED AND UNDERSTAND.

IT HAS VERY PROFOUND IMPLICATION FOR A CLIENT, FOR EXAMPLE, ON OUR CORPORATE CLIENT COMES TO US AND THEY WANT US TO HELP THEM POSITION A PRODUCT OR DEVELOP AN AD OR WHAT NOT THEY HAVE TO UNDERSTAND HOW PEOPLE ARE GOING TO TAKE THAT NEW PRODUCT AND INTERPRET IT INTO THEIR MIND'S EYE TO COME UP WITH A NEW MEANING. VERY SIMPLE EXAMPLE, BUY A NEW SOFT DRINK, YOU MIGHT SAY, IT'S JUST LIKE COKE BUT -- THAT IS LIKE COKE BUT IS ACTUALLY A METAPHOR IN A PSYCHOLOGICAL LEVEL.

IT'S COMPARING THE NEW PRODUCT, WHATEVER SOFT DRINK YOU MIGHT BE THINKING ABILITY, AND COKE, THAT WHICH WE ALREADY KNOW.

COME UP WITH A RELEVANT COMPARISON POINT.

THIS COMES PARTIALLY BECAUSE WHAT HAPPENS IS A VERY IMPORTANT WAY FOR US TO RECOGNIZE DANGER IN OUR ENVIRONMENT.

FOR EXAMPLE, IF YOU'RE WALKING DOWN THROUGH A JUNGLE AND YOU SEE A STICK ON THE GROUND, YOUR MIND IS TAKING THAT EXTERNAL STIMULUS OF A STICK, INTERPRETING IT TO MEAN A SNAKE AND YOU REACT.

THIS IDEA OF PUTTING THE CONTEXT -- NEW THINGS IN THE CONTEXT TO THE OLD ALSO MEANS THAT WHENEVER WE TALK TO EACH OTHER, THAT WE'RE ALWAYS USING METAPHORS TO HELP COMMUNICATE A DEEPER MEANING AND A DEEPER UNDERSTANDING.

WE USE ABOUT FIVE TO SIX METAPHORS IN ENGLISH AND IT'S RELATIVELY STABLE ACROSS OTHER LANGUAGES AS WELL.

IF YOU AND I WERE TO HAVE A CONVERSATION AND I WAS TO WRITE DOWN EVERYTHING THAT YOU SAY, I WOULD PROBABLY NOTICE THAT YOU USE FIVE OR SIX METAPHORS IN A MINUTE.

I GET YOUR DRIFT.

I AM FEELING DOWN TODAY, FEELING UP TODAY.

SIMPLE METAPHORS.

HOWEVER, LATER ON, A VERY IMPORTANT METAPHOR FOR HOW YOU CAN BETTER UNDERSTAND WHAT PEOPLE WANT OUT OF POLICY OR PROGRAM. THESE METAPHORS ARE WAYS THAT WE SEE AND SHAPE OUR WORLD OR SEE AND UNDERSTAND OUR WORLD.

LET ME SHOW YOU A GREAT EXAMPLE.

IF WE SEE THESE VERBATIM, I EXPLODED AND ABOUT TO BOIL OVER AND NOT DON'T GET HOT.

ALL OF DIFFERENT WAYS WE CAN EXPRESS ANGER.

YOU CAN THINK ABOUT IN A CONVERSATION HOW SAYING ANY ONE OF THESE PHRASES MIGHT CONVEY MORE INFORMATION ABOUT HOW THE PERSON IS ACTUALLY FEELING AND SAYING HE FEELS ANGRY.

AND THE REASON FOR THAT IS THAT AS HUMAN BEINGS INTERPRET OUR BODY AS -- THIS IS A STANDARD METAPHOR IN OUR BODY.

OUR BODY CAN TAKE SOME THINGS IN, YOUR THOUGHTS AND FEELINGS ARE INSIDE YOU AND OTHER THINGS ARE OUT.

SO THAT IS HOW WE FEEL, HOW WE EXPRESS EMOTION TO EACH OTHER.

EMOTIONS ARE OFTEN EXPRESSED IN TERMS OF SEEING A METAPHOR.

IN THIS CASE, FOR A SMALLER GROUP, MAYBE COULD COME UP WITH AN ANSWER.



THE ANSWER HERE IS THAT IN THIS CASE, ANGER IS CARRIED TO A HOT  
BUTTON CONTAINER.  
SO ANGER IS OFTEN EXPRESSED BY THINGS THAT ARE BOILING OR ABOUT  
TO EXPLODE.  
THESE SYMPTOMS OF METAPHORS ARE COMMON IN LANGUAGE OF CHINESE AND  
JEWISH BECAUSE WE ALL SHARE STRUCTURE.  
LET ME SHOW YOU AND GET MORE DETAIL ABOUT WHAT I MEAN BY THAT.  
SO THESE METAPHORS "X"S ARE LIKE "Y"S.  
THERE'S ACTUALLY THREE DIFFERENT TYPES OF METAPHORS.  
SO THERE'S THREE TYPES OF METAPHORS.  
WHAT WE'RE USUALLY AWARE OF IN COMMUNICATION IS SURFACE  
METAPHORS.  
THIS IS BASICALLY EVERYDAY SPEECH.  
I SAY I BOILED OVER.  
YOU SAY YOU EXPLODED.  
THEY'RE BOTH DIFFERENT BUT BOTH EXPRESS ANGER.  
ON A DEEPER LEVEL, THERE IS A SCHEMATIC METAPHOR.  
NOW, HOPEFULLY YOU HAVE HEARD THE TERM FRAMING AND THIS MEANS TO  
FRAME SOMETHING.  
THIS IS BASICALLY IDENTICAL.  
PEOPLE USUALLY TALK ABOUT FRAMING IN POLITICS OR POLICY.  
AND YOU'RE GOING TO HEAR ME SAY USE THE TERM SCHEME OR SCHEMATIC  
METAPHORS INTERCHANGEABLY.  
NOW, THESE FRAMES ARE TO BE SHARE BID GROUPS OF PEOPLE, WHETHER  
IT'S A SMALL GROUP OR A LARGE GROUP, SO MOST HUMAN LANGUAGES OR  
MOST LANGUAGES HAVE THE SAME METAPHOR ANGER IS A HOT LIQUID IN A  
CONTAINER.  
SUCH SMALLER GROUPS SUCH AS POLITICAL PARTIES, GRAPHIC SEGMENTS,  
BEHAVIORAL SEGMENTS, YOU NAME IT, DEPENDING ON THE TOPIC THAT IS  
BEING DISCUSSED.  
ON THE DEEPEST LEVEL, THOUGH, THERE'S SOMETHING CALLED A METAPHOR  
AND HUMAN UNIVERSAL CONCEPT.  
THERE'S A FINITE NUMBER OF THEM, 10 TO 20, DEPENDING ON HOW YOU COUNT.  
AND THESE ARE FUNDAMENTAL ORIENTING STRUCTURES, MUCH LIKE I USED  
IN CONTAINER.  
EVERYONE KNOWS WHAT A CONTAINER IS.  
IT'S TO KEEP SOMETHING IN OR OUT AND AWAY.  
THERE'S ABOUT 10 TO 20 OF THESE FUNDAMENTAL METAPHORS BECAUSE WE  
ALL HAVE THE SAME EXPERIENCES.  
WE ALL LEARN TO WALK.  
WE ALL HAVE CAREGIVERS.  
WE ALL LEARN HOW THE EXPERIENCES TIMES, EXPERIENCES JOURNEY, WHAT NOT.  
AND THESE FUNDAMENTAL CORE EXPERIENCES THEN SHAPE HOW WE SEE ABSTRACT.  
FOR EXAMPLE, WHEN WE'RE CHILDREN WE LEARN HOW TO WALK AND WE  
GRASP THE IDEA OF SOUND AND THE IDEA OF PHYSICAL BALANCE.  
WHEN WE THEN GO AND SEE PEOPLE ABOUT PERHAPS A DIFFERENT TOPIC  
SUCH AS INDIGESTION, WE SEE THAT SAME CONCEPT OF BALANCE SHAPING  
THOSE TWO VERY DIVERSE TOPICS.  
YOU MUST BE PUNISHED IF THE CRIME IS COMMITTED, OTHERWISE THERE  
IS AN IMBALANCE IN THE JUSTICE SYSTEM.  
LIKewise, INDIGESTION, IF SOMEONE OVEREATS THEY DON'T WANT TO BE  
TREATED WITH INDIGESTION.  
THAT'S THEIR PUNISHMENT.  
IF WE THE ARE TO DO A TOPIC ON THE STUDY OF OBESITY, YOU ARE  
LIKELY TO SEE THE SAME THING.  
ON THE SURFACE PEOPLE MIGHT SAY I'M BATTLING AGAINST IT, IT'S A  
NEVER ENDING STRUGGLE.

BOTH OF THOSE TWO LEVELS ARE EXPRESSIONS OF A DEEPER IDEA THAT DIETING IS LIKE A STRUGGLE OR DIETING IS LIKE A FIGHT OR A BATTLE, WHICH IS THE DEEPER EXPRESSION, IN TURN, OF THE DEEP METAPHOR. SO WE'RE GOING TO LOOK NOW AT SOME EXAMPLES ABOUT HOW THESE DEEP FUNDAMENTAL STRUCTURES CAN THEN SHAPE UNDERSTANDING YOUR AUDIENCE IN A MORE COHESIVE WAY.

BEFORE WE DO THAT I WANT TO GET THROUGH COUPLE SLIDES ABOUT WHAT IT IS TO HELP YOU UNDERSTAND WHAT I'M GOING TO SHOW YOU IN A FEW MINUTES. PLEASE FORGIVE THE LACK OF PICTURES.

FIRST THING IS, WE SPECIALIZE IN THREE DIFFERENT TECHNIQUES. OUR MAIN ONE IS THE LOCATION TECHNIQUE.

IT'S AN INTERVIEW AND INTERPRETATION OFFICE THAT IS PATENTED. AND IT'S DESIGNED AGAINST TO DIG INTO THE METAPHORS.

IT'S BEEN AROUND FOR ABOUT 15 YEARS AND DURING THOSE 15 YEARS WE'VE DONE OVER 400 STUDIES IN OVER 30 COUNTRIES. EITHER DOING THEM OURSELVES OR PARTNERING WITH SOMEONE.

IN ADDITION, SOMETHING I WON'T TALK ABOUT TODAY IS THAT THERE ARE A NUMBER OF OTHER TECHNIQUES THAT WE USE TO ALSO INVOLVE THE ASSOCIATIONS PEOPLE HAVE IN THEIR MIND'S EYE, IN THE QUANTITATIVE METHOD. SO A BRIEF OVERVIEW OF THE METAPHOR TECHNIQUE.

LIKE I SAID, IT IS AN INTERVIEW.

IT'S A ONE-ON-ONE INTERVIEW ONLY.

LASTS APPROXIMATELY 2 TO 2 1/2 HOURS, DEPENDING ON THE TOPIC. WE'RE SPENDING A LOT OF TIME WITH ONE PERSON TRYING TO DIG DEEP INTO WHAT THEY'RE SAYING.

TRYING TO PULL APART EVERYTHING THAT THEY'RE TRYING TO TALK ABOUT. WHEN THE KEY THINGS ABOUT THE METHOD THAT IS A LITTLE BIT DIFFERENT FROM OTHER INTERVIEW TECHNIQUES IS THAT WE FIND PEOPLE IN A NON-BIAS WAY.

THAT MEANS THAT WE GIVE THEM A HOMEWORK ASSIGNMENT ONE WEEK IN ADVANCE OF THE INTERVIEW, ASKING THEM TO PICK OUT SIX TO EIGHT IMAGES ON A PARTICULAR TOPIC.

I JUST PULLED THREE HERE THAT MIGHT BE OF INTEREST TO YOU. SO FOR EXAMPLE, WE MIGHT SAY PLEASE PICK OUT SIX TO EIGHT IMAGES THAT REFLECTS YOUR THOUGHTS AND FEELINGS ABOUT DIABETES AND ITS TREATMENT OR TRUST OR GRAND AND COMPANIES AROUND PRODUCTS, DEPENDING ON THE INTERESTS.

GIVEN THIS HOMEWORK ASSIGNMENT FOR TWO REASONS.

ONE IS THAT WE ARE INTERESTED IN METAPHORS AND IMAGES ARE A FORM OF IT. IS THE SECOND REASON IS MUCH MORE PROFOUND.

THIS IS THAT WHEN YOU GIVE SOMEONE A HOMEWORK ASSIGNMENT WHERE YOU ASK THEM A QUESTION OR YOU ASK THEM TO COMPLETE THE TASK, EVEN THOUGH THEY MIGHT SPEND A SHORT AMOUNT OF TIME ON THAT PARTICULAR TASK, THEY MIGHT ONLY SPEND HALF AN HOUR PICKING OUT THEIR PICTURES, THE MIND UNCONSCIOUSLY CONTINUES TO PROCESS THE TASK THAT WE'VE GIVEN THEM FOR A SET AMOUNT OF TIME AFTERWARDS. WHENEVER THEY COME INTO THE INTERVIEW THEY ACTUALLY COME INTO THE INTERVIEW AT A HEIGHTENED STATE OF AWARENESS OF THEIR THOUGHTS AND FEELINGS.

SO WE'RE ABLE TO GET BELOW THE SURFACE LEVEL IDEAS MUCH MORE QUICKLY AND MUCH MORE DIFFERENT IDEAS THROUGH OUR INTERVIEW TECHNIQUE.

THE INTERVIEW TECHNIQUE IS NONDIRECTIVE SO WE ASK THEM A LOT OF DIFFERENT QUESTIONS.

EVERYTHING THAT WE'RE SHOWING THEM OR EVERYTHING THAT WE'RE ASKING THEM IS BASED OFF OF SOMETHING THAT THEY'VE ALREADY TOLD US. THIS IS A VERY BRIEF SNIPPET OF A TRANSCRIPT.

A TRANSCRIPT SPECIFICALLY ABOUT 20 TO 25 PAGES LONG.  
THIS IS JUST A COUPLE OF SECTIONS THAT WE'RE ASKING.  
THIS THE ABOUT GIVING MONEY TO HARVARD UNIVERSITY.  
THIS PARTICULAR STUDENT BROUGHT IN A PICTURE OF A CARDINAL TO  
REPRESENT HIS FEELINGS ABOUT THE UNIVERSITY.  
HE SAYS THAT THIS UNIVERSITY IS IN MANY WAYS OUR CHURCH.  
WE HAVE DEEP PERSONAL BELIEFS ABOUT IT.  
IT DOES STIR US VERY DEEP LOYALTIES AND FAITH.  
THE INTERVIEWER THEN SAYS, HOW DOES FAITH RELATE TO THE  
UNIVERSITY?  
FAITH IN A SENSE THAT YOU CAN REALLY PULL YOURSELF INTO IT.  
IT'S TRUE AND WORTHY OF YOUR EFFORTS, SACRIFICE, BELIEF AND  
COMMITMENT.  
THE LAST STEP OF THE INTERVIEW IS WE ASK THEM TO TAKE THE IMAGES  
AND MAKE A COLLAGE TO SHOW US HOW THEY RELATE TO ONE ANOTHER.  
AND THEN THEY GO THROUGH ANOTHER INTERVIEW PROCESS.  
I'M GOING TO SKIP THROUGH A LOT OF THIS AND GO TO ONE SPECIFIC EXAMPLE.  
BUT PLEASE, I THINK YOU'RE GOING TO ALL HAVE A COPY OF THIS REPORT.  
I WANT TO SHOW YOU A COUPLE OF BRIEF SLIDES FROM THE STUDY WHICH  
ED MENTIONED BEFORE, WHICH WAS HOW TWO DIFFERENT POPULATIONS  
VIEWED HEALTHCARE POLICIES AND WHAT THEY WANTED OUT OF HEALTHCARE POLICIES.  
THIS WAS COMPLETED IN MARCH OF LAST YEAR.  
I'M GOING TO SHOW YOU ONE OF THE COLLAGES.  
THIS IS TYPICAL FROM GROUP A.  
AND ALTHOUGH THERE'S A LOT OF DIFFERENT ELEMENTS IN THE COLLAGE,  
PAY ATTENTION TO THE ROAD BECAUSE THE ROAD WAS A VISUAL, METAPHOR  
SOMETHING THAT MANY DIFFERENT PEOPLE IN THAT GROUP MENTIONED.  
IT WAS 22 TWO DIFFERENT PATHS.  
ONE IS A ADVANTAGE PATH, THE OTHER IS THEY DON'T HAVE A CARE IN A  
WORLD, OTHERS SAID GIVE THEM A JUMP DRIVE ON LIFE OR A ROAD MAP.  
I HIGHLIGHTED.  
THESE PEOPLE WORKING WITHIN THIS FRAME, THE HEALTHCARE POLICY  
HELPS PEOPLE ALONG A JOURNEY.  
HOWEVER, GROUP B HAD A VERY DIFFERENT TYPE OF METAPHOR THEY WERE  
OPERATING UNDER.  
YOU CAN SEE IN ONE OF THEIR COLLAGES, ANY JOURNEY IMAGERY, ALSO  
NOTES THAT THERE'S SEPARATION BETWEEN EACH OF THE IMAGES.  
VERY CRISP IMAGES AND A WAVY LINE SEPARATING ONE HALF FROM THE OTHER.  
AND LATER ON THE YOU WERE TO LOOK AT THE INDIVIDUAL IMAGES YOU  
WOULD KNOW THERE'S VERY POSITIVE IMAGES AT THE TOP RIGHT AND  
NEGATIVE IMAGES AT THE BOTTOM LEFT.  
THEY SEPARATED THOSE IMAGES BECAUSE THEY SAW THIS AS MORE AS  
SEEING TWO SEPARATE WORLDS THAT NEVER TOUCH.  
HERE WE HAVE PEOPLE SAYING THINGS LIKE, THEY HAVE THEIR NOSES  
PRESSED AGAINST THE WINDOW.  
WE BUILT THEM INTO THE SYSTEM AND PEOPLE ARE LOCKED UP.  
THESE ARE ALL A DIFFERENT TYPE OF FRAME OR DEEP METAPHOR  
CONTAINER.  
HERE PEOPLE THEMSELVES WERE INSIDE THEIR CONTAINERS AND COULD  
NEVER BREAK OUT OF THEM.  
THAT'S WHAT WE DID IN THE ANALYSIS.  
THEN WE LOOKED AT WHAT RAMIFICATIONS THEY HAD WHEN WE HEALTHCARE  
AS A JOURNEY OR AS SEEN IN A CONTAINER.  
THE CONTAINER GROUP OFTEN EMPHASIZED CATEGORIES SUCH AS  
MICROLEVEL OR INDIVIDUAL LEVEL FOR THEIR JOURNEY.  
YOU CAN THINK ABOUT HOW IF YOU'RE THINKING IN TERMS OF CONTAINER,  
PEOPLE BEING STUCK, YOU'RE SEEING THEM FROM ALMOST A BIRD'S EYE

VIEW VERSUS AN INDIVIDUAL CHOOSING A JOURNEY ON A PARTICULAR PLACE.  
THEY ALSO HAVE RAMIFICATIONS THAT THEY CAN CHOOSE THEIR OWN PATH.  
THEY HAVE A SENSE IN THE JOURNEY FRAME THAT THEY DON'T HAVE IN  
THE CONTAINER FRAME WHERE THEY'RE STUCK OR BUILT INTO OR TRAPPED  
OR SOMEONE WHO IS ACTIVITY SEEKING THEM OUT OF.  
ALSO, BECAUSE CONTAINERS DON'T HAVE AN IDEA, THEY ARE FIXED, THIS  
PARTICULAR POPULATION WAS MORE FRUSTRATED AT THE OVERALL SYSTEM  
THAT WE LOOKED AT.  
VERSUS HAVING THE SAME JOURNEY, HAS THE FRAME OF HOPE BECAUSE  
JOURNEY IMPLIES CHANGE AND MOVEMENT.  
TWO COMPLETELY DIFFERENT WAYS OF VIEWING THE SAME SYSTEM IN THE  
HEALTHCARE POLICIES.  
SO THEN THAT LEADS US TO THE QUESTION OF HOW DO YOU TALK TO THESE PEOPLE?  
IF YOU HAVE SOME PEOPLE WHO USE THE FRAME OF CONTAINER AND OTHERS  
WHO USE THE FRAME OF JOURNEY, WHAT DO THEY WANT OUT OF HEALTHCARE POLICIES?  
WELL, THE PEOPLE WHO WANTED HEALTHCARE POLICY AND HAVE A  
CONTAINER FRAME WANTED SOMETHING TO HAVE A QUICK BREAKDOWN IN BARRIERS.  
THEY DIDN'T WANT A TIME ELEMENT.  
THEY WANTED CHANGE AND THEY SAW A LOT OF DIFFERENCE IN CHANGES.  
THEY ALSO EMPHASIZED BECAUSE THEY EMPHASIZE THE MACRO VIEW THEY  
ALSO EMPHASIZED LARGE SCALE SOCIAL CHANGE, LARGE SCALE SOCIAL FORCES.  
VERSUS THE JOURNEY FRAME, THINK ABOUT HEALTHCARE AS A JOURNEY OR  
POLICY BEING ALONG THE JOURNEY, THESE PEOPLE DON'T WANT LARGE  
SCALE SOCIAL CHANGE, BUT RATHER, AID, RESOURCES, TOOLS, GUIDES,  
MAPS, ALONG THAT JOURNEY FRAME BECAUSE THE JOURNEY IS A POSITIVE IDEA.  
BECAUSE THINGS ARE ON A JOURNEY THESE PEOPLE ARE ALSO MORE  
TOLERANT OF SLOW CHANGE, MORE TOLERANT OF THE RATE OF BENEFITS  
AND ALSO MORE INTERESTINGLY, MORE TOLERANT TO SAY, WELL, WE CAN  
NEVER ACTUALLY REACH THE GOAL.  
FINALLY, THESE PEOPLE ARE MORE INTERESTED IN CHANGING INDIVIDUAL  
BEHAVIOR THAN LARGE INDIVIDUAL -- LARGE-SCALE SOCIAL SYSTEMS.  
THE LAST THING I WANT TO LEAVE YOU WITH IS JUST HOW DO YOU THEN  
TAKE THIS INFORMATION?  
IF YOU'RE TALKING TO SOMEONE IN A CONTAINER FRAME, WHAT DOES THAT  
MEAN THAT YOU NEED TO DO?  
FIRST YOU NEED TO UNDERSTAND WHAT THEY WANT.  
BUT THEN YOU NEED TO TAKE THAT SAME CONTAINER AND WORK WITH THEM  
TO HELP THEM CREATE A STORY AROUND WHATEVER MESSAGE YOU'RE TRYING  
TO GET ACROSS TO HELP THEM CO-CREATE A MEANING.  
AGAIN, YOU BASICALLY NEED TO BE THE "NEW YORK TIMES" TO PROVIDE  
THE CONTEXT TO WHICH THEY'RE GOING TO BE UNDERSTANDING YOUR MESSAGE.  
THE DIFFERENCE BETWEEN POLICY ACTS, INCREASE ACCESS AND POLICY  
WILL BREAKDOWN THE WALLS TO CARE.  
TWO VERY DIVERSE -- SAYING BASICALLY THE SAME THING BUT THE  
LATTER ONE IS INVOKE THAT IDEA OF CONTAINER AND BREAKING DOWN  
CONTAINERS AND THAT'S GOING TO A MORE UNCONSCIOUS LEVEL THAN WHAT  
THIS POPULATION AND PEOPLE WANT AND NEED OUT OF A HEALTHCARE POLICY.  
THE LAST THING, I KNOW I'M OUT OF TIME, I JUST WANT TO SHOW YOU  
HOW THE CORPORATE CLIENTS DO IT.  
TWO DIFFERENT EXAMPLES OF USING A CONTAINER METAPHOR VISUALLY IN  
COMMUNICATIONS.  
THE ONE ON THE LEFT IS FROM, I BELIEVE, A KEY COMPANY AND YOU CAN  
SEE THE WOMAN IN THE TEACUP.  
THERE'S SHE'S IN A VERY SAFE CONTAINER, COMFORTING.  
THE ONE ON THE RIGHT IS FROM A MICHELIN AD.  
VERY SUCCESSFUL CAMPAIGN THAT'S BEEN WRITTEN UP A LOT.  
YOU CAN SEE THE METAPHOR EVOKED IS NOAH'S ARK.

NOAH'S ARK IS THE SAFE CONTAINER.  
JUST BY USING THIS VISUAL METAPHOR THIS COMPANY WAS ABLE TO SAY  
SO MUCH MORE THAN IF THEY CAME BY AND SAID, BY THE WAY, OUR TIRES  
ARE VERY SAFE AND KEEP YOUR CHILDREN SAFE.

THEY'RE GOING ON A DEEP PSYCHOLOGICAL FRAME THAT MOTHERS NEED  
SAFETY AND PROTECTION FOR THEIR CHILDREN AND THEY'RE OFFERING UP  
VISUALLY AS A BENEFIT OF THEIR PRODUCT BY USING THIS METAPHOR OF  
NOAH'S ARK.

THANK YOU.

I'LL HAND IT BACK TO ED.

>> THANK YOU, MARY BETH.

SO WE GO FROM DELVING DEEPLY INTO THE WORLD OF THE QUALITATIVE TO  
DELVING DEEPLY INTO THE WORLD OF QUANTITATIVE.

IT IS MY PLEASURE TO INTRODUCE YOU TO YOU WALKER SMITH WHO IS THE  
PRESIDENT OF A LEADING MARKETING SERVICES AND RESEARCH COMPANY  
SPECIALIZING IN DATABASE MARKETING SOLUTIONS AND CONSUMER  
LIFESTYLE TRENDS.

WALKER IS -- WAS NOTED BY FORTUNE MAGAZINE AS, QUOTE, ONE OF  
AMERICA'S LEADING ANALYST ON CONSUMER TRENDS.

HE HAS BEEN INCREDIBLY PROLIFIC IN SHARING HIS INSIGHTS THROUGH  
HIS OWN WRITING AND PUBLISHED THREE BOOKS TO DATE AND HIS LATEST  
BOOK COMING OUT IN OCTOBER IS TITLED "GENERATION AGELESS."

IT'S ABOUT AGING, BABY BOOMERS, AND WE ALL LOOK FORWARD TO -- WE  
WILL ALL LOOK FORWARD TO READING IT, I'M SURE, ONCE WE HEAR DR.  
SMITH PRESENT HIS PRESENTATION THIS MORNING, TITLED "SELF  
INVENTION AND SELF CARE."

I GIVE YOU DR. SMITH.

>> LET ME DO A FEW THINGS HERE FIRST.

I'M NOT QUITE SURE I'M CONFIDENT TO DO THAT, BUT WE'LL SEE.  
ALWAYS A CHALLENGE.

I DID A SPEECH ON A CRUISE SHIP ONCE AND THERE WAS A GUY RUNNING  
MY SLIDE SHOW AND I LOOKED UP IN MY PRESENTATION ON MY NEXT SLIDE  
AND MY FIRST SLIDE WAS BACK UP.

THE GUY IN THE BALCONY WAS SUPPOSED TO BE RUNNING THE COMPUTER  
SHOW AND HE HAD GONE TO SLEEP IN THE MIDDLE OF MY SPEECH.

SO WE HAD TO TAKE A LITTLE UNPLANNED BREAK AND WAKE HIM UP.

SO HOPEFULLY I CAN AVOID DOING THAT TO ALL OF YOU HERE THIS MORNING.  
MY OBJECTIVE HERE TODAY IS TO AVOID REMINDING US OF THAT WOODY  
ALLEN JOKE WHEN HE SAID ONCE THAT ETERNITY CAN BE A REALLY LONG  
TIME, ESPECIALLY TOWARDS THE END.

SO WE WANT TO AVOID HAVING ANY KIND OF INFINITY EXPERIENCE HERE  
THIS MORNING.

THANK YOU VERY MUCH FOR HAVING ME.

I APPRECIATE THE OPPORTUNITY TO BE WITH YOU HERE THIS MORNING.

LOOKS LIKE YOU'VE GOT A GREAT TWO DAYS AHEAD OF YOU.

WE CERTAINLY HEARD SOME VERY INTERESTING THINGS ALREADY ABOUT THE  
USE OF METAPHOR IN YOUR COMMUNICATION.

I WANT TO FOLLOW THAT BY OFFERING YOU A SLIGHTLY DIFFERENT  
PERSPECTIVE ON A WAY TO THINK ABOUT CONNECTING WITH CONSUMERS IN  
THE MARKETPLACE.

WHAT WE DO AT MY BUSINESS IS DIFFERENT THAN WHAT THEY DO.

WE, IN PARTICULAR, WE DO A LOT OF THINGS, BUT IN PARTICULAR WE  
STUDY CONSUMER TRENDS IN THE MARKETPLACE.

WE DON'T ACTUALLY LOOK AT CONSUMERS, ALTHOUGH WE TALK TO OUR  
CLIENTS A LOT ABOUT CONSUMERS.

WE REALLY LOOK AT PEOPLE.

YOU KNOW, ONE OF OUR MANIFESTATIONS IN LIFE IS AS A CONSUMER BUT

THE WAYS IN WHICH WE BEHAVE AS CONSUMERS IS LARGELY DRIVEN BY THE WAYS WE THINK ABOUT OURSELVES AS PEOPLE.  
BECAUSE WE DON'T WAKE UP IN THE MORNING AND GO, AH, ANOTHER GREAT DAY TO BE A TOOTHPASTE CONSUMER.  
THAT'S NOT HOW WE THINK ABOUT OURSELVES.  
WE ARE PEOPLE WHO HAVE HOPES AND DREAMS AND ASPIRATIONS AND CERTAIN THINGS WE WANT TO ACHIEVE IN OUR LIFESTYLES.  
SO ONE OF THE THINGS THAT WE TRY IS LIFESTYLES IN THE MARKETPLACE BECAUSE WHAT WE UNDERSTAND ABOUT CONSUMERS IS, THAT THEY WILL BUY THINGS IN THE MARKETPLACE BASED UPON WHETHER OR NOT THAT TYPE OF SHOPPING IS GOING TO HELP THEM BE SUCCESSFUL THIS THEIR LIFESTYLE ASPIRATION.  
WE NEED TO KNOW WHAT IT IS PEOPLE WANT OUT OF THEIR LIFESTYLE.  
IF YOU LOOK AT THE CONSUMER MARKETPLACE TODAY WHAT YOU SEE IS A RADICAL TRANSFORMATION GOING ON IN WHAT PEOPLE WANT OUT OF THEIR LIFESTYLES.  
AND THIS IS AFFECTING THE CONSUMER MARKETPLACE IN FUNDAMENTAL WAYS. I'M GOING TO DESCRIBE FOR YOU THIS MORNING THE MOST SIGNIFICANT CHANGE GOING ON IN AMERICA TODAY.  
IT DOESN'T HAVE ANYTHING TO DO WITH 9/11, BY THE WAY.  
IT HAS TO DO WITH CONSUMER DESIRE TO RETAKE CONTROL OVER THEIR LIFESTYLE.  
AND EVERYTHING ELSE THAT'S OCCURRING IN THE MARKETPLACE TODAY, INCLUDING THINGS LIKE 9/11, IS OCCURRING WITHIN THE CONTEXT OF A FUNDAMENTAL SHIFT IN THE WAYS IN WHICH PEOPLE WANT TO ENGAGE WITH THEIR LIFESTYLES.  
AND THEREFORE, ENGAGE WITH ALL OF THE COMMUNICATIONS THAT ARE BEING DIRECTED AT THEM.  
BECAUSE YOUR MESSAGES ARE COMPETING FOR THEIR ATTENTION WITH EVERY OTHER MESSAGE IN MARKETING CAMPAIGN THAT IS TRYING TO GAUGE THEIR ATTENTION AS WELL.  
AND THIS IS AN AREA THAT WE REFER TO AS THE ERA OF SELF INVENTION, WHICH IS SIMPLY TO SAY THAT CONSUMERS WANT TO INVENT FOR THEMSELVES THE WAYS IN WHICH THEY PARTICIPATE IN THEIR LIFESTYLES AND NOT TAKE ORDERS FROM US ANYMORE.  
THEY'RE JUST TIRED OF TAKING ORDERS FROM US.  
NOW, THE WAY WE TRACK THIS BY THE WAY IS THROUGH AN ON GOING SURVEY AND SERIES OF STUDIES WE CONDUCT WHICH WE'VE BEEN DOING SINCE 1971.  
SO WE'VE GOT A CONTINUOUS VIEW OF THE CONSUMER MARKETPLACE FOR THE LAST 35 PLUS YEARS.  
AND THE AMOUNT OF CHANGE THAT WE SEE GOING ON IN THE MARKETPLACE TODAY UNDER THE CONTEXT OF THIS SHIFT TOWARDS SELF INVENTION IS MORE CHANGE AND LIFESTYLE VALUES AND LIFESTYLE EXPECTATIONS.  
WHEN WE HAVE SEEN AT ANY POINT IN OUR DATA SINCE THE EARLY TO MID 1970s. YOU KNOW ONE WAY TO THINK ABOUT THIS IS THAT IT TOOK ALL THE TURMOIL OF THE 1960s TO CREATE AN AMOUNT OF VALUE CHANGE THAT EVEN BEGINS TO APPROACH THE AMOUNT OF VALUE CHANGE THAT IS TAKING PLACE TODAY.  
MORE THINGS ARE GOING ON IN AMERICA TODAY THAN EVER BEFORE.  
AND TODAY WE'RE ONLY GOING TO LOOK BY THE WAY AT ONE OF THOSE THINGS.  
WE INCLUDE THINGS LIKE IN THE GRAPHIC CHANGES WE SEE A RADICAL TRANSFORMATION OF THE CONSUMER GOING ON IN THE MARKETPLACE.  
BUT FROM YOUR PERSPECTIVE, THE MOST IMPORTANT THING TO UNDERSTAND IS THE WAYS IN WHICH CONSUMERS WANT TO BE ENGAGED WITHIN THE MARKETPLACE NOWADAYS.  
TO DO THAT, LET ME INTRODUCE YOU TO ONE OF THE CONSUMERS OF THE

FUTURE OF AMERICA.  
YOU MAY HAVE HEARD OF THIS GUY.  
YOU RECOGNIZE THIS GUY?  
HIS NAME IS GEORGE HOTZ.  
DO YOU KNOW WHO GEORGE HOTZ IS?  
17-YEAR-OLD TEENAGER IN NEW JERSEY WHO LAST WEEK GOT NATIONAL  
NEWS COVERAGE BECAUSE HE HAD UNLOCKED THE iPhone FROM HIS LINKAGE  
TO AT&T SERVICE.  
WHY DID HE DO THAT?  
BECAUSE HIS FAMILY HAS A T-MOBILE FAMILY PLAN AND HE WANTED AN  
iPhone THAT COULD BE USED ON THE T-MOBILE SERVICE SO THAT HE  
COULD COMMUNICATE WITH HIS FAMILY WITHOUT HAVING TO SUBSCRIBE TO  
AT&T TELEPHONE SERVICE.  
SO FOR TWO MONTHS HE WORKED ON THIS.  
HE BROUGHT TWO iPhones.  
HE UNLOCKED BOTH OF THEM WITH A BILL GUITAR PICK.  
TOOK IT APART.  
GOT A SOLDERING GUN.  
WIPED OFF A LITTLE WIRE.  
MADE SOME CHANGES IN THE SOFTWARE AND, LO AND BEHOLD, HE'S GOT  
TWO iPhones THAT CAN BE USED ON ANY CELL PHONE NETWORK IN THE WORLD.  
NO LONGER IS IT NECESSARILY LINKED TO AT&T.  
STEVE JOBS HAS YET TO COMMENT ON THIS, SO WE'LL SEE APPLE HAS TO  
SAY ABOUT IT.  
AND IT'S UNLIKELY THAT THE CHANGE THAT HE HAS MADE CAN BE STOPPED  
BY APPLE COMPUTER.  
WHY?  
BECAUSE THE CHANGES HE MADE ONLY TAKES PLACE IN READ-ONLY MEMORY.  
SO THERE'S NO SOFTWARE PACK THAT CAN FIX THAT.  
YOU USE THE SOFTWARE TOOLS AND YOU TAKE VERY DELICATE USE OF THAT  
SOLDERING GUN, YOU, TOO, CAN HAVE AN iPhone THAT CAN WORK ON  
WHATEVER CELL PHONE NETWORK YOU DESIRE.  
AND WHAT IS THIS EMBLEMATIC OF?  
CONSUMERS SAYING TO US TODAY, I DON'T WANT TO FAKE ORDERS FROM  
YOU ANYMORE.  
I WANT YOU TO TAKE ORDERS FROM ME BECAUSE I'M IN CONTROL NOWADAYS.  
I DON'T TRUST YOU.  
I'M SMARTER THAN YOU.  
I DON'T NEED YOU ANYMORE.  
I'M JUST NOT GOING TO LISTEN TO YOU ANYMORE.  
AND THAT AFFECTS HEALTHCARE COMMUNICATION AS MUCH AS IT AFFECTS  
ANYTHING ELSE.  
IN FACT, WE JUST HEARD EARLIER A LITTLE BIT ABOUT METAPHORS AND  
MACRO GROUP AND MICROGROUP AND TALKING ABOUT BREAKING DOWN  
BARRIERS OR TALKING ABOUT THE USE OF GUIDE TO MAPS, YOU'RE  
TALKING ABOUT VARIATION ON A THEME OF EMPOWERING CONSUMERS AND  
SHARING CONTROL WITH THEM, PUTTING CONSUMERS IN CHARGE.  
AND THAT'S A VERY FUNDAMENTALLY DIFFERENT MARKETPLACE.  
REMEMBER THE MARKETPLACE WE USED TO LIVE IN UNTIL JUST A FEW  
YEARS AGO?  
WE REFERRED TO AS THE OUTSIDE ECONOMY WHICH IS SIMPLY TO SAY WE  
LIVE IN A TOP-DOWN WORLD.  
WHERE THE ONLY JOB PEOPLE HAD IN THE MARKETPLACE WAS TO CONSUME.  
THAT'S WHY WE CALL THEM CONSUMERS.  
THEY'RE SUPPOSED TO LISTEN TO WHAT WE SAID AND DO WHAT WE TOLD  
THEM TO DO.  
YOU KNOW YOU DON'T GET ANY CHOICE IN THIS.

YEAH, WE'RE GOING TO STUDY YOU AND FIND OUT WHAT YOU LIKE AND WHAT YOU MIGHT WANT TO BUY, WHAT YOU MIGHT WANT TO HEAR. BUT WE'RE IN CHARGE OF ALL OF THAT INFORMATION And YOU DON'T GET TO TELL US UNTIL WE ASK YOU THE QUESTION. WE'RE IN CHARGE OF MAKING THOSE DECISIONS. NOWADAYS WE LIVE IN A WORLD THAT WE REFER TO AS THE INSIDE OUT ECONOMY WHICH IS ALL ABOUT BOTTOM UPWARDS AND CONSUMERS ARE SAYING I'M NOT WAITING FOR YOU TO ASK ME. I'M GOING TO TELL YOU FIRST. I'M GOING TO BE IN CONTROL. IT'S NOT ABOUT ALL BUSINESS ANYMORE OR CORPORATE CONTROL. IT'S VERY PERSONAL NOW BECAUSE I'M IN CHARGE AND I'M GOING TO CHANGE THE CRITERIA OF WHICH THE MARKETPLACE OPERATES AS A RESULT OF THAT. AND SO YOU'VE GOT TO LISTEN TO ME THE H IS SUCH A FUNDAMENTAL CHANGE IN THE MARKETPLACE. THE CHAIRMAN AND CEO OF PROCTOR AND GAMBLE, MOST STORIED CONSUMER MARKETING FIRM IN THE HISTORY OF UNIVERSE THAT EXISTS OUT THERE IS NOW OUT ON THE SPEAKER CIRCUIT TELLING HIS COLLEAGUES AND CONSUMER PACKAGE GROUP MARKET THAT WE NOW LIVE IN A LET GO WORLD. WHERE THE ONLY WAY THAT BRANDS CAN RETAIN CONTROL OF THEIR BUSINESS IS TO GIVE UP CONTROL TO CONSUMERS. YOU'VE GOT TO LET GO. IN FACT, PROCTER & GAMBLE IS FUNDAMENTALLY REMAKING THE ENTIRE MARKETING APPROACH NOW TO BE MORE COLLABORATIVE WITH CONSUMERS. NO MORE ONE-WAY COMMUNICATION, TELLING CONSUMER WHAT'S THEIR OPTIONS ARE, TELLING THEM WHERE THEY HAVE TO BUY IT. NOW THEY'RE ENGAGING CONSUMERS IN A VERY DIFFERENT WAY, TO SHARE CONTROL. NOT TO GIVE IT ALL UP, BUT ENTER ABOUT WITH CONSUMERS IN MORE OF A DIALOGUE AND LESS OF A LECTURE. A TWO-WAY MODEL AS OPPOSED TO A ONE-WAY MODEL THAT INVOLVES CONSUMERS IN A VERY DIFFERENT SYSTEM. INDEED IT'S NO SURPRISE THAT THEY'RE OUT ON THE CIRCUIT. IF WE WENT OUT LAST YEAR AND ASKED CONSUMERS A SIMPLE QUESTION OF WHETHER THEY THINK THEIR IQ IS ABOVE AVERAGE. I ALWAYS THOUGHT WHEN I PUT THIS SLIDE UP AND ASKED THOSE OF YOU OUT IN THE AUDIENCE TODAY IF YOU THINK YOUR IQ IS ABOVE AVERAGE. CAN WE GET A SHOW OF HANDS OF ABOVE AVERAGE IQs? WOW. USUALLY NOBODY RAISES THEIR HANDS SO I CAN'T LIKE USE -- I CAN'T USE BIG WORDS, YOU KNOW, LIKE INTELLIGENCE QUOTIENT AND THINGS LIKE THAT SO TODAY I'LL USE Ph.D. WORDS. WE WENT OUT AND ASKED CONSUMERS, WHAT DO YOU THINK THE PERCENTAGE OF CONSUMERS THINK THAT? ABOUT EIGHT IN TEN THINK THEIR IQ IS ABOVE AVERAGE. GOOD NEWS AND BAD NEWS. GOOD NEWS IS WE ALL THINK LOW OF OURSELVES. THE BAD NEWS IS THERE'S ABOUT 27% OF US WHOSE IQs IS NOT QUITE THAT HIGH. IT REALLY SAYS THAT MORE OFTEN THAN NOT THE PEOPLE YOU COMMUNICATE WITH IN THE MARKETPLACE EXPECTS TO BE TREATED LIKE A PERSON OF ABOVE AVERAGE INTELLIGENCE. SO THE OLD WAYS WE HAVE OF REGAUGING PEOPLE, ALL THOSE SORT OF FINE PRINT WAYS WE HAVE OF COMMUNICATING AND INTERACTING WITH CONSUMERS DON'T WORK ANYMORE. ABOVE AVERAGE IQ, IT'S JUST GOING TO WALK AWAY AND INVENT THEIR OWN iPhone. NO MATTER WHAT WE DO, WE LIVE IN A CONSUMER-CONTROLLED WORLD.



IF YOU WANT A PICTURE OF WHAT THIS WORLD LOOKS LIKE, HERE IT IS.  
THIS IS A PICTURE OF LIFE IN AMERICA TODAY.  
SO ALL THESE TECHNOLOGY NOWADAYS, THE CONSUMERS.  
AND WHAT THEY DO IS NOT GIVE US NEW WAYS TO INTERACT WITH ONE  
ANOTHER, THEY CHANGE THEIR EXPECTATIONS ABOUT LIFE BECAUSE ALL OF  
THESE TECHNOLOGIES TODAY ARE PARTICIPATORY.  
YOU GET TO HAVE A SAY.  
YOU GET TO VOTE FOR WHO WINS ON "AMERICAN IDOL" AND YOU DO IT  
WITH YOUR SPRINT CELL PHONE.  
THESE TECHNOLOGIES ENABLE EVERYBODY TO CHANGE WHAT'S BEING  
PRESENTED TO THEM.  
TO COLLABORATE, TO INTERACT, TO SHARE IN THE CREATION OF MEANING  
IN THEIR LIFESTYLE.  
AND BY THE WAY, CONSUMERS DON'T TALK ABOUT THESE THINGS IN  
TECHNOLOGY.  
THEY TALK ABOUT IT AS LIFE BECAUSE, AFTER ALL, THEY'RE PEOPLE.  
AND THIS IS A CONTEXT WITHIN WHICH THEY LIVE AND THIS CHANGING  
CONTEXT AFFECTS EVERY WAY IN WHICH THEY INTERACT IN THE  
MARKETPLACE.  
IT'S NOT JUST TECHNOLOGY.  
IT'S ALL THE STUFF THAT YOU DO.  
YOU DON'T LIKE THE BODY THAT YOU'RE BORN WITH, JUST CHANGE IT.  
PLASTIC SURGERY IS GETTING CHEAPER AND CHEAPER AND GROWING IN YEARS.  
PLASTIC SURGERY IS SO COMMONPLACE IN OUR SOCIETY THAT WE EVEN  
MADE A POPULAR CULTURE OUT OF IT.  
"EXTREME MAKEOVER," "THE SWAN," MTV SHOW "I WANT A FAMOUS FACE,"  
"NIP TUCK."  
THESE ARE ALL TV SHOWS ABOUT PLASTIC SURGERY.  
IF YOU DON'T LIKE THE BODY YOU'RE BORN WITH, YOU CAN CHANGE IT.  
YOU ARE IN CONTROL.  
AND YOU BABY BOOMERS THAT WE'RE WRITING ABOUT IN OUR NEW BOOK  
"GENERATION AGELESS"?  
THESE ARE YOUR VIAGRA FUELLED FANTASIES.  
YOU DON'T LIKE THE WAY YOU GET OLD?  
YOU DON'T HAVE TO SETTLE FOR IT.  
THERE'S A PILL OUT THERE THAT WILL FIX IT.  
IT CHANGES PEOPLE EXPECTATIONS.  
I MAY NOT GET PLASTIC SURGERY BUT NOW I SEE MYSELF LIVING IN A  
WORLD IN WHICH THE CONTEXT IS ONE OF CONTROL.  
SO MY EXPECTATIONS ABOUT EVERYTHING CHANGED, EVEN MY DEFINITION  
OF GENDER.  
THE NEW YORK PUBLIC HEALTH SERVICE ANNOUNCED THE DAY BEFORE  
ELECTION DAY LAST FALL THAT THEY WOULD NOW LET PEOPLE CHANGE THE  
SEX DESIGNATION ON THEIR BIRTH CERTIFICATE EVEN IF THEY HADN'T  
HAD SURGERY, AS LONG AS THEY HAD LIVED AS THEIR PREFERRED GENDER  
FOR THE PRIOR TWO YEARS.  
SO NOW ALL YOU HAVE TO, GO I GOOSE IF YOU DON'T LIKE YOUR TIME IN  
THE 10K THAT YOU RUN SOMETIMES ON THE WEEKENDS IS JUST WEAR A  
SKIRT FOR A COUPLE OF YEARS AND THEN YOU CAN REGISTER AND RACE IN  
A DIFFERENT CLASS OF RUNNING COMPETITORS.  
MAYBE YOUR RANKING WILL MOVE UP A LITTLE BIT.  
YOU KNOW IT'S ALL ABOUT CHOICE.  
NOW, I HAVE TO TELL YOU, ABOUT A MONTH LATER WHEN THE NEW YORK  
CITY PUBLIC HEALTH SERVICE FELT THEY HADN'T THOUGHT THROUGH THINGS.  
HOW THE DO WE SEGREGATE PEOPLE IN HOSPITALS AND PRISONS.  
OH, MAYBE WE SHOULD FIGURE THAT OUT.  
BUT THE ACTION ITSELF IS EVIDENCE OF AN INCREASING PRESUMPTION

THAT WE'RE IN CONTROL OF EVERYTHING.  
WE DON'T HAVE TO TAKE ORDERS FROM ANYBODY ANYMORE.  
WE HAVE FREED OURSELVES UP FROM THOSE OLD INSTITUTIONAL RULES.  
IN FACT, THAT'S EXACTLY WHAT TRENDS IN OUR DATA SHOW.  
INCREASING PERCENTAGE OF CONSUMERS SAY THEY WANT TO BE SELF RELIANT.  
WHEN GIVEN THE CHOICE BETWEEN FOLLOWING THEIR OWN INSTINCT OR  
LISTENING TO EXPERTS, MORE AND MORE ARE GOING TO FOLLOW THEIR OWN GUT.  
CONSUMERS SAY THEY CAN SEE THROUGH EXAGGERATION AND HYPE IN EVER  
INCREASING NUMBERS NOWADAYS.  
THEY BELIEVE THEY CAN GET THE INFORMATION THEY NEED, THEY NO  
LONGER FEEL OVERWHELMED BY ALL THE INFORMATION THAT'S AVAILABLE  
TO THEM IN THE MARKETPLACE.  
IT'S A DIFFERENT WORLD.  
IN FACT, INFORMATION IS THE REAL SORT OF THIS CHANGE IN CONSUMER  
PERCEPTION ABOUT WHO IS IN CONTROL OF THE MARKETPLACE.  
IF YOU LOOK AND ASK CONSUMERS WHAT THEY'RE THINKING OF NOWADAYS  
AN INCREASING PERCENTAGE SAY, YOU KNOW WHAT, I RESEARCHED BEFORE  
I BUY THEM.  
I HAVE NO ACCESS TO THIS INFORMATION AN I'M GOING TO USE IT.  
NOT JUST TO BUY A FLAT SCREEN TV BUT TO MAKE DECISIONS AT  
HEALTHCARE, TOO.  
I'LL SHOW YOU DATA ON THAT IN JUST A SECOND.  
IN FACT, THIS INCREASE IN INFORMATION HAS LED AN INCREASE IN  
PERCENTAGE OF CONSUMERS WHO SAY, HEY, YOU KNOW WHAT, I KNOW MORE  
ABOUT THE PRODUCT CONTROL IN THE STORES THAN THE PEOPLE SELLING  
THOSE PRODUCTS.  
THAT'S EXACTLY THE WAY THEY FEEL ABOUT HEALTHCARE NOW DAYS.  
FOR BETTER OR WORSE, IN FACT, MOST OF THE TIME THEY HAVE IT WRONG  
WHEN IT COMES TO HEALTHCARE BUT THAT'S THE CONTEXT IN WHICH  
YOU'RE COMMUNICATING TO CONSUMERS NOWADAYS.  
ONE OF CONSUMER CONTROL.  
IT'S NOT JUST SORT OF A PHENOMENON RELATED TO THE MARKETPLACE.  
THIS IS POPULAR CULTURE.  
WHAT'S ONE OF THE POPULAR FRANCHISES ON NETWORK TV?  
"CSI."  
IT SHOWS YOU HOW THINGS WORK.  
IT TAKES YOU BEHIND THE CURTAIN, PUTS YOU IN THE LOOP.  
NOW YOU KNOW MORE.  
AND THE WHOLE ENTERTAINMENT OF THAT SHOW IS NOT FINDING OUT WHO  
DONE IT, BUT WATCHING THE WAY THEY FIND IT OUT.  
IN FACT, AS WE LIKE TO JOKE AT MY BUSINESS, WE NOW LIVE IN A  
WORLD WHERE WE ALL CAN CONDUCT AN AUTOPSY BECAUSE WE'VE ALL SEEN  
IT DONE ON "CSI."  
IF YOU HAVEN'T SEEN IT, GO TO THEIR WEBSITE, THEY'LL TELL YOU  
WHAT EVIDENCE YOU NEED, TOOLS YOU NEED, AND PROCEDURES AND THEY  
DEFINE ALL THE TERMS FOR YOU.  
YOU CAN EDUCATE YOURSELF.  
YOU CAN'T REALLY MAKE YOURSELF INTO A CRIME SCREEN INVESTIGATOR  
BUT THEY'RE TAPPING INTO THIS INCREASING DESIRE AND SENTIMENT IN  
THE CONSUMER MARKETPLACE.  
LOTS OF MARKETERS ARE TRYING TO RESPOND.  
PUT YOUR PICTURE ON THE WHEATIES BOX AND M&M AND ALL OF THIS  
STUFF IS NOT AT THE HEART OF WHAT'S GOING ON.  
IT'S CENTERED AROUND INFORMATION.  
AND THE WORLD IN WHICH WE LIVE IN IS REALLY AN RSS WORLD, YOU  
KNOW IF YOU WANT TO CUSTOMIZED NEWSPAPER LIVED TO YOUR DOORSTEP  
ANYMORE, THE "ATLANTA JOURNAL CONSTITUTION" IS NOT GOING TO DO THAT.

YOU CAN DO IT YOURSELF.

YOU HAVE TO REMEMBER AND GET RSS UPDATES ON ANY INFORMATION YOU ARE INTERESTED IN.

WHEN SOMETHING YOU'RE INTERESTED IN HAS SOMETHING NEW TO TELL YOU YOU WILL GET NOTICE OF THAT AND THAT'S YOUR CUSTOMIZED NEWSPAPER AND YOU CAN GET ACCESS AND INFORMATION FROM ALL SOURCES IN WAYS THAT ARE UNDER YOUR CONTROL.

THAT IS THE FUTURE OF THE INFORMATION MARKETPLACE.

RSS WORLD.

IT IS SUCH A PHENOMENON IN MARKETING ACADEMICS HAVE BEGUN TO MAKE A STUDY OF THIS.

A DISTINGUISHED MARKETING PROFESSOR AT NORTHWESTERN UNIVERSITY SAYS CONSUMERS GET MORE INFORMATION, OUR RELATIONSHIPS WITHIN THE MARKET CHANGE FUNDAMENTALLY BECAUSE NOW THEY CAN GET OBJECTIVE INFORMATION FROM SUPPLIERS INSTEAD OF FROM US.

THEY CAN INITIATE REQUEST FOR INFORMATION, BUYING AGENTS AND CONSORTIUMS TO UNBUNDLE OUR OFFERINGS AND PAY IN DIFFERENT WAYS AND GET PEER FEEDBACK ON OUR PRODUCT.

THE FUNDAMENTAL CHANGE OF THE INTERNET SINCE THE VERY INCEPTION HASN'T BEEN ANYTHING TO DO WITH FANCY COMPUTER SOFTWARE.

IT IS SIMPLY BEEN THE INCREASING ABILITY OF PEOPLE TO BE IN TOUCH WITH OTHER PEOPLE PUT PEOPLE IN TOUCH WITH PEOPLE.

PEER TO PEER IS NOT DOWNLOADING ILLEGAL MUSIC.

IT'S ABOUT PUTTING PEOPLE IN TOUCH WITH PEOPLE.

AND A RECENT SOCIAL NETWORKING SITE, THE LATEST EXAMPLE OF PEER TO PEER.

PEOPLE NOW HAVING ACCESS TO INFORMATION THEY'VE NEVER HAD ACCESS TO BEFORE.

IN THIS WORLD, THEY DON'T HAVE TO LISTEN TO WHAT YOU TELL THEM ANYMORE.

THEY CAN JUST GO ASK THEIR FRIENDS WHO SUFFER FROM THAT MEDICAL CONDITION AND FIND OUT WHAT DOCTORS THEY SHOULD AVOID, WHAT INSTITUTIONS THEY SHOULD AVOID, WHAT THE SIDE EFFECTS OF THOSE MEDICATIONS ARE GOING TO BE, WHAT SUPPORT GROUPS ARE THE BEST ONES TO GO TO.

THEY CAN GET DIFFERENT OPINION.

AND THAT INFORMATION FUNDAMENTALLY CHANGES HOW WE NEED TO INTERACT WITHIN THE MARKETPLACE.

IT IS ABOUT A DIFFERENT COMMUNICATION MODEL.

BY THE WAY, IT'S OCCURRING IN EVERY DOMAIN, NOT JUST PLASTIC SURGERY AND THE INTERNET.

YOU KNOW IF YOU WANT TO KNOW WHERE YOUR EGGS HAVE COME FROM, YOU CAN BUY YOUR EGG FUSION EGG.

THEY HAVE A BAR CODE ON THEM THAT WILL TELL YOU THE ENTIRE PROVIDENCE OF EVERY EGG, WHICH CHICKEN LAID IT, WHAT FARM IT CAME, FROM HOW LONG IT WAS IN TRANSPORTATION, HOW LONG IT'S BEEN AT THE STORE, EVERYTHING YOU WANT TO KNOW ABOUT YOUR CUSTOMERS. YOU MAY NOT CARE ABOUT THAT BUT YOU'VE GOT ACCESS TO INFORMATION. YOU'VE NEVER HAD ACCESS TO BEFORE.

MY FAVORITE IS THE GUY AT THE UNIVERSITY OF ARIZONA.

A STICKER CHANGES COLOR AS YOUR PIECE OF FRUIT OR VEGETABLE RIPENS. THE MORE GAS RELEASED THE RIPER IT IS AND THIS STICKER TURNS FROM WHITE TO BLUE.

WITH THIS LITTLE STICKER YOU NO LONGER HAVE TO TALK TO THE PRODUCE GUY ANYMORE.

YOU DON'T HAVE TO WALK UP TO HIM WITH THAT AVOCADO AND GO, WHICH END OF THIS THING DO I PUSH TO FIGURE OUT IF IT'S RIPE OR NOT? JUST LOOK AT THE STICKER.

INFORMATION YOU'VE NEVER HAD ACCESS TO BEFORE MEANS YOU CHANGE

THE WAY YOU INTERACT WITH AT THE GROCERY STORE.  
YOU DON'T LIKE THE WAY YOUR REAL ESTATE AGENT IS SELLING YOUR HOUSE?  
DO YOUR OWN COMPARABLE.  
YOU CAN FIND THE ESTIMATED VALUE OF EVERY HOUSE IN AMERICA AT  
DILLO.COM OR NEIGHBORROO.  
IT'S ACCESSIBLE TO YOU IN A WAY NEVER BEFORE.  
MY FAVORITE EXAMPLE OF THIS IS A NEW LITTLE TOY THAT PHILIPS HAS  
CALLED THE PHILIPS KICK AND STAND.  
NOT THE TAP STAND, KICK AND STAND.  
A LITTLE TOY.  
A CHILD BREAKS THEIR LITTLE ANIMAL, IT PUTS IT ON TRAY, SLIDES IT  
IN TO FIND OUT WHAT IS WRONG WITH THE TOY.  
YOU KNOW, IT'S JUST A WAY OF HAVING FUN, BUT WHAT TEACHING  
CHILDREN IMPLICITLY IS THAT THEY NO LONGER HAVE TO RELY UPON  
DOCTORS TO FIGURE OUT WHAT'S WRONG WITH THEM.  
THEY CAN GET THE INFORMATION THEMSELVES AND FIND OUT ON THEIR OWN  
INITIATIVE.  
THEY'RE IN CONTROL.  
I DON'T NEED TO DEPEND ON MEDICAL INSTITUTIONS ANYMORE.  
I'VE GOT ACCESS TO THE TOOLS.  
I'VE GOT ACCESS TO THE INFORMATION.  
I'VE GOT AN ABOVE AVERAGE IQ.  
I CAN DO IT WITHOUT YOU, UNLESS YOU CHANGE OUR COMMUNICATIONS  
MODEL TO REFLECT THE DESIRE CONSUMERS, THE BREAKDOWN BARRIERS.  
THE DESIRE OF CONSUMERS TO MAKE THEM SMARTER THROUGH THE TOOLS WE  
PROVIDE TO THEM.  
IT'S A DIFFERENT KIND OF COMMUNICATIONS MODEL.  
IT MEANS THAT WE HAVE TO QUIT THINKING OF PATIENCE IN THE  
TRADITIONAL WAY.  
THE NON-HEALTHCARE CONSUMERS, THEY WANT TO BE HEALTHCARE  
COLLABORATORS.  
THEY WANT TO SHARE WITH US IN THE WAYS IN WHICH THEY THINK ABOUT  
AND PARTICIPATE IN MANAGING THEIR HEALTH.  
THEY WANT A DIFFERENT ROLE FOR THEMSELVES.  
THEY WANT A DIFFERENT ROLE FOR HEALTHCARE PROFESSIONALS.  
IT MEANS THAT THEY WANT ACCESS TO INFORMATION AND THE ABILITY TO  
MAKE SENSE OF IT AND IT MEANS THAT THEY PROBABLY NEED OUR HELP IN  
PROTECTING THEM FROM THEMSELVES BECAUSE A LOT OF HEALTHCARE  
INFORMATION IS NOT GOING TO GIVE THEM THE RIGHT INFORMATION.  
WE KNOW THAT SO WE'VE GOT TO MODERATE THE WAYS IN WHICH THEY  
ENGAGE WITH THAT INFORMATION TO MAKE SURE THAT THEY GET THE BEST  
VALUE OUT OF IT.  
BUT WE CAN'T DO THAT IN THE OLD WAY BECAUSE THE OLD WAY IS ABOUT  
TELLING THEM WHAT TO DO AND THE NEW WAY HAS GOT TO BE ABOUT  
HAVING A CONVERSATION WITH THEM ABOUT WHAT TO DO.  
IN FACT, WE'VE DONE A LOT OF THIS WORK STUDYING PERCEPTIONS OF  
HEALTHCARE CONSUMERS.  
I'M NOT GOING TO GET INTO ALL THE RESEARCH BUT WE JUST COMPLETED  
A GOAL IN 17 COUNTRIES THAT'S TRACKABLE FROM 2005 AND THE IN THE  
UNITED STATES, WHICH LOOKS AT HEALTHCARE ATTITUDES, PARTICULARLY  
ABOUT PREVENTIVE ATTITUDES ALL AROUND THE WORLD.  
AND IN FACT, WE'VE TAKEN A LOT OF THIS DATA AND TURNED IT INTO A  
HEALTH SEGMENTATION OF 25 MICROSEGMENTS ABOUT HEALTHCARE  
ORIENTATION THAT CAN BE SCORED ON CUSTOMER DATABASES.  
IF YOU'RE A MEDICAL INSTITUTION OR PHARMACEUTICAL COMPANY OR  
INSURANCE CARRIER AND YOU'VE GOT TO A LOVE CUSTOMERS AND YOU WANT  
THEIR HEALTHCARE ATTITUDE, WE HAVE A TOOL TO DO THAT.

TIN SIGHT THAT WE USE TO HELP OUR CLIENTS MANAGE THEIR POLICY WITH THIS KIND OF SURVEY IS DRIVEN BY THE KINDS OF THINGS THAT WE SEE IN THIS RESEARCH.

FOR EXAMPLE, WHEN WE ASKED CONSUMERS WHAT IT IS THAT THEY THINK ABOUT THE KIND OF INFORMATION THEY WANT IN HEALTHCARE, WE FIND THAT THEIR INFORMATION SEEKING IS ALL ABOUT A FEW KINDS OF THINGS. AT THE TOP OF THE LIST, I'M GOING TO TALK TO A PHARMACIST ABOUT A DRUG, I'M GOING TO VISIT A COMPANY WEBSITE FOR PRODUCT INFORMATION, NOT GO ON TO THE CDC, I'M NOT GOING TO PUBLIC HEALTH INSTITUTION WEBSITES.

I'M GOING TO A COMPANY WEBSITE FOR INFORMATION TO MAKE A DECISION ABOUT IT. TALK TO THE DOCTOR ABOUT A DRUG I HEARD ABOUT, YEAH, THAT'S A WE CONSUMER ADVERTISE, MARCH STRAIGHT INTO HIS OFFICE TO DEMAND THAT HE TELLS ME WHY HE DIDN'T TELL ME ABOUT THIS BEFORE.

IT'S CHANGING THE DYNAMICS.

BUT IT'S NOT JUST THESE MAJOR THINGS.

THERE ARE SUBSTANTIAL MINORITIES OF CONSUMERS, 10 TO 20% SO SAY, YOU NO WHAT, I GET MY INFORMATION ONLINE.

I STOPPED USING A PRODUCT BECAUSE A FRIEND TOLD ME TO.

I CALLED A TOLL-FREE NUMBER AND I POSTED IT ON A BLOG.

WHAT PEOPLE ARE DOING IS NOW ABOUT GATHERING INFORMATION THAT PUTS THEM IN CONTROL.

NOT TO FOLLOW ORDERS BUT TO MAKE DECISIONS ON THEIR OWN.

IN FACT, THEIR INTEREST IN MEDICAL INFORMATION IS ABOUT COMPARING DRUGS, IF YOU CAN IMAGINE THAT.

IT'S ABOUT FIGURING OUT WHAT HEALTHCARE PROVIDERS ANY OF A DRUG.

IT'S ABOUT THE RESEARCH ON A DRUG.

IT'S ABOUT THE SCIENCE ON A DRUG, FROM SCHOLARLY ARTICLES OR TESTIMONIALS FROM PEOPLE WHO HAVE USED THE MEDICATION.

THEY WANT TO BE AS KNOWLEDGEABLE ABOUT THESE DRUGS AS DOCTORS.

THEY WANT ACCESS TO THE SAME KIND OF INFORMATION.

IT'S A DIFFERENT DYNAMIC IN THE MARKETPLACE TODAY.

WHEN WE ASK THEM ABOUT WHY THEY USE THE INTERNET ON HEALTH?

10 TO 20% SAY TO COMPARE INFORMATION BETWEEN SEVERAL SOURCES.

TO GET INFORMATION TO TAKE TO MY HEALTHCARE PROFESSIONAL.

OR I SAW A STORY AND I WANT MORE INFORMATION ABOUT IT.

IN FACT, CONSUMERS BELIEVE THEY HAVE A VERY GOOD UNDERSTANDING OF THIS INFORMATION AS WELL.

THEY BELIEVE IT'S GOING TO MAKE THEM SMARTER THAT THEY CAN DETERMINE WHAT'S ACCURATE AND WHAT'S NOT THAT THEY CAN EVEN EXPLAIN IT TO OTHER PEOPLE.

AND MORE CONSUMERS MENTION THOSE THINGS THAN, SAY, I WANT MY DOCTOR TO EXPLAIN IT TO ME.

I'M MORE LIKELY TO SAY I'LL EXPLAIN IT TO THESE THAN I AM TO SAY, I NEED MY DOCTOR'S HELP TO EXPLAIN IT TO ME.

IT'S A VERY DIFFERENT DYNAMIC.

CONSUMERS BRING A DIFFERENT VALUE EQUATION TO THE WHOLE SITUATION.

IN FACT, I BRING ONE THAT IS ROOTED IN DIFFERENT VALUES THAT WE TRADITIONALLY ASSOCIATE WITH HEALTH CARE.

ONE MUCH MORE RELATED TO LIFESTYLE ORIENTATION.

PARTICULARLY THINGS RELATED TO QUALITY, INTANGIBLE, IN TIME.

NO SURPRISE THAT WE SEE MORE AND MORE PEOPLE GOING TO DAY SPAS.

NO SURPRISE THAT WE SEE MORE AND MORE PEOPLE DOING THINGS LIKE THAI CHI AND OTHER MIND-BODY EXERCISES BECAUSE WHEN WE ASK PEOPLE TO ENGAGE AND TAKE CARE OF THEIR HEALTH, YOU KNOW AT THE TOP OF THE LIST IS?

WASH MY HANDS.

IT'S A GOOD IDEA.

BUT THE TOP TEN DO NOT INCLUDE DIET AND EXERCISE.

THE TOP TEN ARE ALL ABOUT DIFFERENT VALUES THAT CONSUMERS BRING TO THE EQUATION.

WE'RE WEIGHTED TO LIFESTYLE EXPERIENCE, POSITIVE ATTITUDE, GOOD RELATIONSHIP, MANAGING STRESS, GETTING SLEEP, KEEPING THINGS IN PERSPECTIVE, SOCIALIZING WITH FRIENDS AND FAMILY.

THAT IS WHAT CONSUMERS ARE BRINGING TO THE EQUATION BECAUSE THEY'RE IN CONTROL AND IT'S NOT BUSINESS ANYMORE, IT'S PERSONAL. CONSUMERS ARE IN CONTROL, THESE ARE THE KIND OF CRITERIA THAT MORE AND MORE PREDOMINATE THE HEALTHCARE DECISIONS THAT CONSUMERS ARE MAKING.

THEY'RE NOT LISTENING TO DOCTORS.

THEY'RE GETTING THEIR OWN INFORMATION AND THEY'RE SORT THAT INFORMATION ON THE BASIS OF OTHER KINDS OF CRITERIA.

THE SOLUTION TO THIS IS NOT DISPARAGE WHAT THEY DO BUT TO RECOGNIZE THE CONSUMERS ARE ENGAGED IN A REVOLUTIONARY PROCESS OF REDEFINING RELATIONSHIPS IN THE MARKETPLACE, REDEFINING RELATIONSHIPS TO BE ONE IN WHICH THEY ARE IN MORE CONTROL OF THEIR HEALTHCARE AND LESS DEPENDENT ON INSTITUTIONS THAT BOSS THEM AROUND.

WHEN THEY'RE IN CONTROL, WE HAVE TO ENGAGE THEM IN A VERY DIFFERENT WAY TO MAKE SURE THAT THEY ARE TAKING GOOD CARE OF THEIR HEALTH AS THEY DO SO.

THANK YOU VERY MUCH.

>> WOW.

HAD I KNOWN I WOULD HAVE SAID LADIES AND GENTLEMEN, PLEASE FASTEN YOUR SEAT BELTS.

THE WAY WE'RE GOING TO DO THIS NOW, WE HAVE ABOUT SIX OR SEVEN MINUTES FOR QUESTION AND ANSWER.

I'D LIKE WALKER AND MARY BETH TO JUST TAKE THEIR SEATS.

ACTUALLY, WALKER, SIT HERE IN THE MIDDLE, THAT WAY EACH OF YOU CAN HAVE A MICROPHONE IN FRONT OF YOU.

THERE ARE FOUR MICROPHONES IN THE ROOM IF YOU WOULD LIKE TO ASK A QUESTION, PLEASE GO TO THE ONE OF THOSE FOUR.

I'LL TAKE A QUESTION FROM THIS ONE FIRST AND THEN WORK COUNTER CLOCK WISE AROUND THE ROOM.

WE HAVE DR. SUSAN KIRBY ASKING THE FIRST QUESTION.

>> A PROVOCATIVE QUESTION IN FRONT OF THE CDC AUDIENCE.

HOW DO YOU THINK THIS APPLIES TO A DISTRIBUTED TERRORISM NETWORKS?

DO YOU THINK YOUR WORK APPLIES TO DISTRIBUTED TERRORISM NETWORKS?

IS IT ABOUT IRAN IS NOT DOING IT RIGHT SO I'LL BUILD MY OWN AL QAEDA?

>> I THINK THIS APPLIES TO EVERYTHING, INCLUDING AN INCREASING ORGANIZATION OF AUTHORITY IN CONTROL IN THE MARKETPLACE.

THEY SAID THE WORLD WAS FLAT AND ONE OF THE WAYS IN WHICH HE SAID THE WORLD WAS FLAT.

INSTITUTIONS ARE RADICALLY BEING LOADED BY THIS KIND IN THE MARKETPLACE.

TECHNOLOGY IS THE ROOT OF A LOT OF IT BUT IT'S NOT JUST TECHNOLOGY.

IT'S THE ENTIRE CONTEXT OF LIFE IN WAYS PEOPLE LIVE NOWADAYS.

IT'S HOW WE THINK ABOUT THEIR APPEARANCE, THEIR HEALTH, IT'S ALL ABOUT DIFFERENT KINDS OF NETWORKS.

IT'S REALLY A COMBINATION OF A CONFLUENCE OF THINGS.

THERE'S AN INCREASE IN PUBLIC INSTITUTIONS FOR THE LAST 30 YEARS.

THE LAST 45 YEARS, THERE HAS BEEN AN INCREASE IN THE MARKET

PLACE, EDUCATED POPULATION AND MORE SOPHISTICATED CONSUMERS.  
IT'S A VERY DIFFERENT MARKETPLACE WHERE TRADITIONAL QUALITIES ARE  
IN TROUBLE AND UNLESS WE CHANGE OUR INTERACTIVE NETWORK, WE'RE  
JUST NOT GOING TO BE IN CONTROL ANYMORE.

AND DISTRIBUTED TERRORIST NETWORKS ARE JUST AN EXAMPLE OF THAT.  
A CHILD MOLESTED IS ANOTHER EXAMPLE.

TENS OF THOUSANDS OF THEM ALL OVER THE INTERNET AND IT CHANGES  
THE WHOLE DYNAMIC.

IT AFFECTS EVERYTHING GOOD AND BAD.

AND SO OUR JOB IS TO FIGURE OUT HOW WE CAN CHANGE OUR MODEL IN  
THAT CONTEXT TO DO THE GOOD THINGS AND NOT LET THE BAD THINGS  
FALL INTO IT.

ALL RIGHT.

I DIDN'T MEAN TO USE MY TIME ON MOLESTATION AS AN EXAMPLE.

>> ASK A QUESTION AND FOLLOW UP, I GUESS.

THE QUESTION IS, HAVE YOU --

HAVE EITHER OF YOU GIVEN THESE SPEECHES, ESPECIALLY THE FELLOW,  
HAVE YOU EVER GIVEN THIS PRESENTATION TO A DIFFERENT KIND OF  
AUDIENCE, LIKE AN AUDIENCE OF MEDICAL SCHOOL DEANS OR MEDICAL STUDENTS?

AND SECOND, I WONDER WHAT YOUR PERCENTAGES WOULD LOOK LIKE IN  
--IF YOU BROKE IT DOWN DEMOGRAPHICALLY, WHAT IT WOULD IT LOOK  
LIKE AMONG ASIAN COMMUNITIES, NATIVE AMERICAN COMMUNITIES,  
AFRICAN-AMERICAN COMMUNITIES?

>> USING THIS, BUT ONE OF THE THINGS THAT WE DO DO IS WE DO A LOT  
OF RESEARCH WITH DOCTORS AND WITH NURSES IN TERMS OF HOW TO  
COMMUNICATE TO THEM TO THEIR PATIENTS ABOUT DIFFERENT CONDITIONS  
AND THEIR TREATMENT TO TRY AND GET FRAMING RIGHT ON THAT SO THAT  
THE PATIENT-PHYSICIAN DIALOGUE CAN BE ALIGNED.

>> I HAVEN'T TALKED TO COLLEGE DEANS.

I TALK TO CORPORATE CEOs A LOT.

SO THIS IS A REAL PROBLEM FOR CONSUMER MARKETING COMPANIES.

THEY HAVE ALL BEEN TRAINED IN A MARKETING MODEL WHERE THEY STUDY  
THE CONSUMER, YET THEY'RE IN CONTROL.

IT'S JUST A VERY DIFFERENT DYNAMIC GOING ON IN THE MARKETPLACE TODAY.

SO THERE IS SOME SENSE OF DESPERATION IN THE CONSUMER MARKETING  
COMMUNITY NOWADAYS ABOUT TRYING TO FIGURE THIS OUT BEFORE IT  
STEAMROLLS THEM.

THAT'S WHY PROCTER & GAMBLE, FOR EXAMPLE, IS BEING SO VOCAL ABOUT THIS.

IT'S NOT JUST THEM, CHIEF MARKETING OFFICER AT PROCTER & GAMBLE  
IS ON THE SAME NOTE SPEAKING CIRCUIT THESE DAYS DELIVERING THE  
SAME KIND OF MESSAGE.

SO IT IS IMPORTANT FOR THEM.

AS FAR AS DEMOGRAPHIC BREAK-OUT, THERE ARE CLEARLY DIFFERENCES.  
THERE ALWAYS ARE.

BUT WHATEVER YOUR PERSPECTIVE ON THE BASIS OF WHATEVER  
DEMOGRAPHIC GROUP YOU BELONG TO, YOUR PERSPECTIVE IS OCCURRING  
WITHIN THE CONTEXT OF A BROAD CULTURAL SHIFT TOWARDS ONE OF  
CONSUMER EMPOWERMENT.

SO AS OPPOSED TO FEELING THAT YOUR BOSSED AROUND LIKE EVERYBODY  
ELSE BUT MAYBE MORE BOSSED AROUND THAN SOME OTHER PEOPLE, NOW  
YOU'RE GOING TO FEEL BOSSED AROUND IN THE CONTEXT OF THE WORLD  
WHERE EVERYONE ELSE IS NOT BOSSED AROUND.

SO IT CHANGES YOUR PERSPECTIVE ON LIFE AND YOUR EXPECTATIONS  
ABOUT WHAT YOU DESERVE AND WHAT YOU SHOULD GET AND WHAT THE  
APPROPRIATE SOLUTION IS FOR THE DISADVANTAGES THAT YOU FACE.

HAVING SAID THAT, WE DON'T BREAK OUT NATIVE AMERICANS BUT WHEN WE  
DO BREAK OUT, SAY, HISPANICS AND AFRICAN-AMERICANS WE SEE A

DISPROPORTIONATELY HIGH FOCUS AND INTEREST IN CONSUMER CONTROL  
AMONG HISPANICS AND GROWING FOCUS AMONG AFRICAN-AMERICANS AS WELL.  
SO THERE'S NO REAL IMPORTANT DIFFERENCE IN THE DIRECTION OF THE  
TREND BY DEMOGRAPHIC GROUPS.

IT'S MORE A QUESTION OF SORT OF WHERE YOU WERE TO START WITH, BUT  
EVERYBODY IS MOVING IN THE SAME DIRECTION.

>> PLEASE JOIN ME ONE MORE TIME IN THANKING OUR SPEAKERS AND OUR  
PRESENTERS.

WE HAVE A LOVELY COMMEMORATIVE PLAQUE TO THANK THEM AND TO SHARE  
WITH THEM SO THAT THEY CAN REMEMBER THESE FOND MEMORIES.

>> THANK YOU VERY MUCH.

THANK YOU VERY MUCH.

>> JUST A FEW MORE WORDS BEFORE WE GO INTO THE BREAK.

AND THAT'S WHAT YOU'RE GETTING READY TO DO NEXT.

SO OUT THERE THERE ARE SOME REFRESHMENTS.

THIS WOULD ALSO BE THE TIME FOR THE VISITING, THE POSTER  
PRESENTATION.

SO WE ASK THAT THE AUTHORS AND PRESENTERS OF THE POSTERS MIGRATE  
DOWN TO THAT AREA AS SOON AS YOU CAN.

ALSO TAKE THIS OPPORTUNITY TO ORIENT YOURSELF TO THE FACILITY.

GO AHEAD AND FIND YOUR ROOMS, WHERE YOU'RE GOING TO BE ATTENDING  
YOUR BREAKOUT SESSIONS.

AND SO THAT WAY YOU CAN KIND OF MOVE QUICKLY AS THE TIME MOVES ALONG.

I THINK THAT WAS A WONDERFUL OPENING.

I WOULD JUST LIKE FOR EVERYBODY TO JUST KIND OF GIVE A HAND TO  
OUR PRESENTERS ONE MORE TIME.

OKAY.

ON THAT NOTE, JUST GO FORTH AND ENJOY THE REST OF THE CONFERENCE.

-- Captions by VITAC --