



# Research & Insights Report

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Prepared for MarcusHealth  
Project Working Weight App

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## Introduction

This document captures what we found when we looked at WorkingWeight carefully, with the people who know it best. Over the course of the discovery phase, we worked through a structured series of exercises and conversations with the Weight Loss Management Limited team, and what follows is a record of what surfaced. Not a diagnosis from the outside. Not a creative interpretation of what the brand could be. What actually emerged when the right questions were asked.

Every observation in this report is grounded in something real. Workshop outputs, direct conversations with Marcus and the team, and a close examination of the existing designs. Where we make a claim about how a user feels, or why a design decision matters, it is because the evidence pointed there. Nothing here is hypothetical, and nothing has been softened to be more comfortable than the findings warrant. The picture is honest because that is the only version of it that is useful.

The purpose of this report is straightforward. Before any design decision is made, everyone working on this project needs to be standing on the same ground. Design, product, and leadership looking at the same evidence, drawing from the same understanding of where things are today. Good design does not begin with a solution. It begins with a clear, shared, unsentimental account of what currently exists. This is that account.

## What We Set Out To Understand

At the start of this engagement, we framed a set of central questions to shape every session, exercise, and conversation that followed. These were not process questions about what the page should contain. They were questions about people: how they feel, what they believe, and what would need to change for them to act differently. Everything we explored was oriented around finding honest answers to them.

- 1. What does a busy professional actually feel in their first moments on this page, and what is the precise gap between that experience and the one that would earn their trust?**
- 2. What is the single most important thing missing from the current experience, and why has that gap been allowed to persist?**
- 3. Where are the moments of highest leverage, the points in the journey where the right design decision could shift a user from scepticism to belief, and what does each of those moments actually require?**
- 4. What does this brand genuinely sound like when it is being itself, and where is the current experience betraying that voice?**

These questions now have answers. Some of them are sharper and more specific than we expected when we began. A few are uncomfortable but all of them are useful.

## The Sessions

The discovery phase for WorkingWeight was conducted across a structured programme of fifteen workshop sessions with the Weight Loss Management Limited team, supplemented by close analysis of existing designs and direct conversation with Marcus and the people around him. The sessions were designed to surface what was already true about the brand and its users, not to impose a framework from outside. Each exercise was chosen to work on a specific dimension of the problem: emotional, tonal, visual, or strategic. Together they produced a body of evidence that is specific, internally consistent, and grounded in real responses rather than assumption.

Session	Methodology	Primary Output
The First 60 Seconds	Emotional / Reflective	Entry emotional state, trust failure points, design requirements for first impressions
Aspiration Gap	Emotional / Reflective	Emotional journey mapping, conversion barriers, critical recognition moments
Heartbreak Scale	Emotional / Reflective	Trust, delight, anxiety, confusion, and pride calibration across the current experience
The Identity Shift	Emotional / Reflective	Before and after user identity, emotional arc, shift conditions
The Voice Sort	Tone / Reductive	Brand vocabulary, tonal register, formality spectrum
Write It Wrong	Brand / Reductive	Voice principles in practice, language to use and avoid, copy construction rules
Opposite Ends	Visual / Spectrum	Visual positioning across density, tone, energy, and layout dimensions
Moodboard Speed Dating	Visual / Comparative	Visual benchmarks, aesthetic references, clear directions eliminated
Design Principles Builder	Strategy / Generative	Core design principles, practical application, measurable success signals
The Funeral Speech	Emotional / Projection	Legacy framing, brand truth, the shift from hype to honest credibility
The Moment Test	Strategy / Reflective	Hardest design decisions, governing principles, risk signals

Session	Methodology	Primary Output
The Rejection Letter	Brand / Reductive	Brand boundaries, competitive positioning, non-negotiable commitments
The Anti-Principles	Strategy / Generative	Failure modes, inverted principles, moments of principle stress-testing
The Dinner Party	Brand / Projection	Brand character, social presence, personality under pressure
Read It Aloud	Brand / Comparative	Rhythm rules, copy performance, voice qualities confirmed through speech

Fifteen sessions. Over two hundred individual responses across emotional, tonal, visual, and strategic dimensions. The volume matters less than the consistency. What struck us across the full body of work was how often the same truth surfaced through completely different methods. The emotional state mapped in the Aspiration Gap was confirmed by the design principles arrived at independently in the Design Principles Builder. The voice that felt right in the Voice Sort was the same voice that landed when copy was tested aloud in Read It Aloud. When findings converge across exercises that were not designed to talk to each other, that convergence is the finding. The pattern that runs through everything in this document is not coincidental.

## What We Found

The story that emerged across these fifteen sessions is coherent in a way that rarely happens by design. Four distinct findings surfaced, each from a different angle, each confirmed by multiple independent exercises. They are not four separate problems. They are four views of the same one.

### Finding 1

#### The Entry State Is More Hostile Than Almost Any Product Has To Contend With

The professionals who land on WorkingWeight do not arrive neutral. They arrive carrying the accumulated weight of every fitness product that has already let them down. Gym memberships that assumed they had mornings free. Apps that treated meal prep as a weekend hobby. Programmes that spoke to a version of their life that has never existed. By the time they reach this page, their default position is not curiosity. It is low-level suspicion, held in place by years of being sold things that were not built for them.

The Heartbreak Scale gave us a precise measure of this. Trust on entry was rated at 1 out of 10. Not low. Not cautious. The floor. The Aspiration Gap exercise mapped the feelings present in those first moments in granular detail.

Feeling on Arrival	Character
Guarded hope	Present but fragile
Scepticism	Default, not a response to something specific
Quiet frustration	Accumulated, not situational
Fatigue	From the category, not from effort
Low-level shame	About past attempts, not current state
Cynicism	Earned, not defensive
Mild desperation	Underneath everything else
Wariness	The starting condition

What this table describes is not a person who needs persuading. It is a person who needs disarming. The distinction matters because the design responses to each are completely different. Persuasion adds more. Disarmament removes what is in the way.

The internal dialogue mapped in the Aspiration Gap made the texture of this clearer still. The questions running through a visitor's mind are not questions about features or outcomes. They are questions about reality., Who actually made this?, Is there a real person behind this or is it just a website?, How is this different from everything else I've tried?, Does this person actually understand what my days look like?, What's the catch?

These are not objections to be overcome. They are a test being administered before the visitor has consciously decided to administer it. The First 60 Seconds session reinforced this directly. When asked what a user feels in their first 60 seconds, the response was immediate: "Confused, then suspicious." When asked what they should feel, the answer was equally clear: "They should feel like they've finally found the right person." The gap between those two descriptions is the gap this rebuild exists to close.

What makes this finding particularly significant is that the scepticism is not irrational. The Aspiration Gap identified precisely why it formed. The current page actively triggers it, with contradictory pricing, implausible statistics, and no visible human behind the business. The Heartbreak Scale described this directly: "the current WorkingWeight page actively triggers distrust with contradictory pricing, implausible statistics, and no visible human behind the business." The entry state is not just the residue of the broader category. The page is making it worse in real time.

Across multiple sessions using completely different methods, the same missing element kept surfacing. Marcus. His face, his name, his story, his presence on the page. Everything else that fails on the current page fails partly because of this one gap.

The Identity Shift session traced the emotional arc of a visitor from arrival to conversion and found the same obstruction at every stage. "The page hides the one thing that would make everything else believable. Marcus is the product. His story is the proof. His face is the trust signal. And none of it is on the page." The First 60 Seconds arrived at the same conclusion independently: "The moment they read Marcus's story and think 'that's me', that's when everything else on the page becomes credible. The results, the price, the call to action. None of it works until trust does."

The Heartbreak Scale named what this absence costs in emotional terms: "There are currently no moments of delight on the page." Not few. None. And it located the largest missed opportunity with precision: "Marcus's story is the single biggest missed opportunity on the entire page. A founder who lost 22kg while working in corporate finance, built a business around it, and is now coaching the exact people he used to be is a genuinely compelling human story. It is sitting unused in a notes document somewhere while the page shows stock photography."

The Aspiration Gap described the exact moment when a visitor's willingness to engage collapses., They land and feel named by the headline., They scroll looking for the person behind it., There is no photo. No name. No story., The expectation the headline created collapses., The decision to leave is effectively made.

Everything after that scroll is a visitor confirming a suspicion that has already formed. The Moment Test captured this dynamic with a useful framing: "The service is only as trustworthy as the person delivering it." It also identified why this gap has been allowed to persist. Marcus built the site himself. He already knows the real story, the real results, the real person behind the product. Those things did not feel missing because from his position they were not missing. The page was never tested against cold traffic because the business was growing through word of mouth and his own personal presence on social media. The page never had to carry any weight on its own.

This is important context because it means the absence is not a design failure in the usual sense. It is the natural result of a founder whose personality was doing the work that the page should have been doing. The rebuild does not need to invent something. It needs to put on the page what already exists and already works, just not in a place where strangers can find it.

### Finding 3

#### **The Emotional Journey Has a Specific Shape, and the Current Page Derails It at Every Stage**

The discovery sessions produced a detailed map of the emotional journey a visitor needs to travel before they will book a call. It is not a funnel in the conventional sense. It is a sequence of recognitions, each one depending on the previous one having landed. The current page breaks that sequence early and repeatedly.

The Aspiration Gap identified the critical moments with specificity.

Moment	What Needs to Happen	What Currently Happens
First realisation	Visitor reads Marcus's story and recognises their own	No story present. Recognition never arrives
The turning point	Visitor sees a real client who shares their job and pressures	Testimonials lack professional context. Specificity absent
The evidence	Named professional with a specific outcome creates belief	Aggregate and unverifiable stats. Vagueness where precision is needed

The Design Principles Builder mapped the ideal sequence from first scroll to conversion and found a clear principle governing it: "The fold is a promise. The scroll is the proof." What the hero section creates as an expectation, every subsequent section must either honour or destroy. The current page creates an expectation of personal, specific, human understanding in its headline, then immediately destroys it by delivering what feels like a template someone forgot to fill in.

The Heartbreak Scale provided measurements for where each emotional dimension currently sits and what the right page would need to achieve.

Dimension	Current Score	What Would Move It
Trust	1 / 10	Real photo of Marcus with credentials, one testimonial with name and specific result, price shown clearly in GBP
Delight	2 / 10	Copy that names the exact situation so precisely it feels personal; a testimonial that stops a visitor mid-scroll
Anxiety	6 / 10	Price shown early with context; strategy call described as no-obligation; plain explanation of what the programme involves
Confusion	4 / 10	Single price in GBP with no contradictions; clear description of what a typical week looks like
Pride	2 / 10	Framing the decision to book as an act of self-respect; testimonials that celebrate professional and personal improvements alongside physical ones

The Aspiration Gap also named the emotional landmines sitting along this journey, moments where a wrong design decision does not just fail to convert but actively damages the person reading the page. The implication that they lack willpower. Before and after imagery that reduces a person to

are not edge cases. They are the central emotional experience of the specific audience this product is trying to reach. The Anti-Principles session translated this into a single governing standard: "Support progress. Never punish the absence of it."

## Finding 4

### The Voice Is Clear and Consistently Defined, But Almost Entirely Absent from the Current Page

One of the more striking findings from the sessions was how clearly and consistently the right voice for this brand emerged, across every exercise designed to test it. The Voice Sort, Write It Wrong, the Dinner Party, and Read It Aloud each approached the question of brand character from a different angle. All four arrived in the same place.

The Voice Sort produced a vocabulary of what fits and what does not.

Feels Right	Feels Wrong
Honest, real, straight	Transformational, revolutionary
Busy, practical, knackered	Optimised, methodology, protocol
Specific, qualified, earned	Journey, wellness, empower
Accountable, consistent, straightforward	Unlock, discover, synergy

The Read It Aloud session took four pieces of copy and tested how each felt to say out loud. The patterns that emerged were consistent across every sample. Short sentences land. Long ones lose people. One idea per sentence, never two. The price needs its own line. Never stack three qualifiers in a row. The best lines sound like something a real person would actually say. The session gave a single-word summary for the right version of the voice: "Sharp." For the wrong version: "Stiff."

The Dinner Party session built a character description that proved useful for testing decisions. The brand is "the one people come to find, not the one commanding the room." Dressed well but not showily. Arrives exactly when they said they would. Gravitates toward the person in the corner who has something real to say. Talks about "what it actually took to change. Not the highlight reel. The real version." The Write It Wrong session demonstrated this distinction in practice, contrasting two versions of broadly the same content., Wrong: "WorkingWeight represents a sophisticated approach to sustainable weight management, specifically engineered for the demanding schedules of London's professional community.", Right: "We assume you work for a living."

The wrong version performs credibility. The right version has it. The Write It Wrong analysis named what separates them: "It's written for a brochure, not a person. 'Sophisticated' and 'engineered' create distance where closeness was needed. It performs credibility instead of earning it."

The Funeral Speech distilled the brand truth that runs underneath all of this into a single sentence: "When you can see the person behind the service, you can trust the service itself." That sentence does not describe a tonal aspiration. It describes a strategic condition. The voice is not just the way the page sounds. It is part of the mechanism through which trust is either built or not built. Getting it right is not a creative preference. It is a conversion requirement.

## Emerging Themes

Everything else that fails on this page fails in the shadow of one absence. Marcus is the product. His story is the proof that the thing he is selling actually works. His face is the first and most efficient trust signal available. And none of it is on the page. What exists instead is a headline that promises something personal and specific, followed immediately by a page that delivers something generic and anonymous. That sequence is not a design flaw in the usual sense. It is a broken promise, and the visitor knows it within seconds of arriving.

The First 60 Seconds and Identity Shift sessions arrived at the same point through completely different routes. "The moment they read Marcus's story and think 'that's me', that's when everything else on the page becomes credible." The results. The price. The call to action. None of it lands until the person behind it is real to the visitor. The Aspiration Gap mapped exactly where the current page fails to deliver this: the headline names the visitor's situation well enough to create genuine curiosity, they scroll to find the person behind it, and there is nothing there. The Heartbreak Scale named what this costs: zero moments of delight on the current page. Not few. None. The Moment Test explained why the gap formed and why it was allowed to persist. Marcus built the site himself, and from inside the business the founder's story did not feel missing because it was never missing to him. The page was never tested against cold traffic because word of mouth and Marcus's own social presence were doing the work the page should have been doing.

The absence is not something that needs to be invented or manufactured. The story exists. The results exist. The person is real and compelling. The rebuild does not need to create something new. It needs to place what already works somewhere a stranger can find it.

### **Visitors arrive with their guard already up, and the current page raises it further.**

The professionals who land on WorkingWeight are not starting from neutral. They are carrying the accumulated experience of a fitness industry that has never been built for people with their schedules, their jobs, or their particular form of exhaustion. Gym memberships that assumed they had early mornings free. Apps that treated Sunday meal prep as a realistic habit. Programmes that spoke to a version of their life that has never existed. By the time they reach this page, the default position is not curiosity. It is a quiet, earned scepticism that has been in place for years.

The Heartbreak Scale measured trust on entry at 1 out of 10. The Aspiration Gap mapped the internal dialogue running through a visitor's mind in their first moments: not questions about the programme, but questions about reality. Is there a real person behind this? How is this different from

everything else I've tried? What's the catch? These are not objections to be overcome with more information. They are a test being administered before the visitor has consciously decided to administer it. The design response to persuasion and the design response to disarmament are completely different. One adds more. The other removes what is in the way. The current page misreads which problem it is dealing with and responds by adding more, more claims, more statistics, more promises, at the exact moment when less and realer would do more work.

What makes this finding particularly significant is that the scepticism is not irrational and the page is actively compounding it. Contradictory pricing in two currencies. Statistics that do not survive a moment's scrutiny for a business that launched in 2023. No name, no face, no signal that a real human is behind any of it. The Heartbreak Scale was direct: the current page "actively triggers distrust." The entry state is not just the residue of the broader category. The page is making it worse in real time.

### **The emotional journey has a specific shape, and the page derails it before it can begin.**

What the discovery sessions produced, across multiple independent exercises, was a detailed account of the sequence of recognitions a visitor needs to experience before they will take any action. It is not a conversion funnel in the conventional sense. It is a chain. Each link depends on the previous one having held. Recognition comes before credibility. Credibility comes before belief. Belief comes before action. Break the chain at any point and everything that follows stops mattering.

The Design Principles Builder named the governing principle: the fold is a promise, and the scroll is the proof. Whatever expectation the hero section creates, every subsequent section either honours it or destroys it. The current page creates an expectation of something personal and specific, then delivers something that could belong to any fitness brand anywhere. The Aspiration Gap identified the three critical moments in the journey and what each currently delivers against what it needs to.

The first is the recognition moment, when a visitor reads Marcus's story and sees their own. It does not happen because the story is not there. The second is the turning point, when a visitor encounters a real client who shares their professional context and specific outcome, and possibility tips into action. It does not happen because the testimonials lack the specificity to make anyone feel seen. The third is the evidence moment, when a precise, verifiable result creates belief where a vague claim cannot. It does not happen because aggregate statistics replaced real ones.

The Aspiration Gap also named the emotional landmines distributed along this journey, the points where a wrong design decision does not just fail to convert but actively damages the person reading the page. The implication that they lack discipline. Before and after imagery that reduces a person to their physical change. Language about weight that reads as judgment toward high achievers who have already tried everything. These are not edge cases. They describe the central emotional experience of the exact audience this product exists to serve.

### **The voice is consistently defined, but almost entirely absent from the page.**

One of the more striking things to emerge from the discovery sessions was how clearly and quickly the right voice for this brand arrived, across every exercise designed to find it, and how completely it is absent from what currently exists on the page. The Voice Sort, Write It Wrong, the Dinner Party, and Read It Aloud each approached the question of brand character from a different angle. All four landed in the same place.

The Read It Aloud session gave the clearest practical account of what this voice requires. Short sentences land. Long ones lose people. One idea per sentence. The price needs its own line. The best copy sounds like something a real person would actually say out loud. The session gave one word to the right version of the voice: sharp. One word to the wrong version: stiff. Write It Wrong drew the same distinction through contrast. "WorkingWeight represents a sophisticated approach to sustainable weight management, specifically engineered for the demanding schedules of London's professional community" was characterised as performing credibility. "We assume you work for a living" was characterised as having it. The difference is not stylistic preference. The wrong version creates distance at the exact moment closeness was needed.

The Dinner Party gave this a human shape. The brand is not the loudest person in the room. It is the one people come to find. Direct without being aggressive. Confident without performing it. Talks about what it actually took to change, not the highlight reel. The Funeral Speech grounded all of this in a single sentence that functions less as a creative position than as a strategic condition: "When you can see the person behind the service, you can trust the service itself." Voice, in this context, is not a matter of tone. It is part of the mechanism through which trust either forms or does not. The page that sounds like a brand broadcasting loses the visitor. The page that sounds like a person talking earns the right to be read.

## Root Causes

The problems identified in this report are not a reflection of the quality of the WorkingWeight programme or the strength of what Marcus has built. They are structural failures in how the experience is currently delivered, and that distinction matters because it changes what the solution looks like.

### **1. The experience is built around the product, not the person buying it.**

The current page is structured as a description of a service rather than a response to the person arriving to evaluate it. It leads with claims and outcomes before it has done anything to earn the visitor's belief in either. For an audience arriving with trust at the floor, this sequence is precisely backwards. Trust in a personal coaching service is built through the person delivering it, not the promises attached to it. The page treats Marcus as an asset to be mentioned rather than the primary reason anyone should stay.

### **2. There is no mechanism for disarming scepticism before the page asks anything of the visitor.**

The current experience moves from headline to claims to call to action without ever acknowledging the wall the visitor arrived with. For an audience that has been let down by this category repeatedly, that sequence reads as indifference to their actual situation. Every persuasion tool on the page, the statistics, the outcomes, the CTA, only functions once a basic condition of trust has been met. The page skips the step that makes everything else possible.

### **3. Critical information is either absent, contradictory, or unverifiable.**

Pricing appears in two different currencies at two different figures. Statistics reference a scale of operation the business could not plausibly have achieved. There is no plain description of what the programme actually involves week to week. Each of these failures operates independently, but they compound. A visitor who encounters one contradiction does not give the rest of the page the benefit of the doubt. Credibility at first glance is cumulative on the way up and catastrophic on the way down.

### **4. The voice on the page is inconsistent with the voice that earns trust from this audience.**

The copy that currently exists reads like it was written for a category rather than a person. It performs credibility through language that signals distance, "sophisticated approach," "evidence-based protocols," "engineered for demanding schedules," at the exact moment where directness and honesty would do real work. The right voice for this brand is clear, specific, and sounds like someone who has been where the visitor is. What is on the page sounds like every other fitness product the visitor has already dismissed.

These are all solvable problems. Collectively, they form the design brief for the work that We Are Affective will produce for Weight Loss Management Limited.

## What This Means For The Work

The findings from this discovery phase are not abstract. They produce a specific, concrete brief for the design work that follows. Every session, every exercise, every piece of evidence in this report points in the same direction., Every design decision should earn trust before it asks for anything. The visitor arrives at the floor of the trust scale, carrying the accumulated disappointment of a category that was never built for them. The page that adds more claims in response to this misreads the problem entirely. The right response removes what is in the way: the contradictions, the unverifiable statistics, the absence of a real human being. Trust is not built by saying more. It is built by giving the visitor fewer reasons to leave., Every section of the page should be sequenced around recognition, not persuasion. The emotional journey has a specific shape and a specific order. Recognition comes before credibility. Credibility comes before belief. Belief comes before action. The fold makes a promise. The scroll must keep it. Design decisions that interrupt this sequence, a price that appears before the trust has landed, a CTA that arrives before the visitor understands what they are buying, will break the chain at the point it was closest to holding., Every claim must be verifiable or it must not be there. One stat that does not survive scrutiny destroys confidence in everything around it. The

right response to this is not to soften the claims. It is to replace the unverifiable ones with nothing, and replace the nothing with real numbers when they exist. A leaner page that can be believed is worth more than a full page that cannot., Every piece of copy should sound like a person said it. Not a brand. Not a category. A specific person with a specific story, talking directly to someone whose life he used to share. The voice that emerged across every session in this discovery phase is direct, specific, unhurried, and human. Any copy that drifts toward performing credibility rather than having it should be treated as a trust failure, not a stylistic choice., Every visual decision should be made with the hesitant visitor in mind, not the confident one. The person who is ready to book does not need convincing. The page exists for the person who almost left. Where does the testimonial sit relative to the price? Where do Marcus's credentials appear? How much room does each section give the previous one to land? These are not aesthetic questions. They are questions about doubt, and the design should answer them before doubt has a chance to form., Every moment where the page could make the visitor feel like a problem to be fixed should be redesigned so they feel like a capable person being offered something that fits their life. The audience for this product is high-achieving in almost every dimension. The embarrassment they carry is not about who they are. It is about the gap between how they perform professionally and how they feel physically. The page that treats them as someone with a weight problem loses them. The page that treats them as a professional who wants to feel as good in their body as they do in their career gives them permission to stay.

The most important single insight from this entire discovery phase is the one that keeps surfacing regardless of which angle the evidence is viewed from. Marcus is not the founder of the product. He is the product. His story is the proof that the thing he is selling actually works. His face is the most efficient trust signal available, and it is sitting unused while the page asks strangers to believe claims made by no one in particular. Everything else in this report, the voice, the sequence, the specificity, the emotional journey, depends on this one condition being met first. Put Marcus on the page, in his own words, before anything else is asked of the visitor, and the rebuild has a foundation to build on. Leave him off it and the rest of the work is trying to compensate for an absence that cannot be designed around.