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Employee Well-Being as a Strategic Business Imperative at SAP

- A prerequisite for organizational success?

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Abstract

The main purpose of this study is to research how an organization can develop, implement and measure the effect of employee well-being strategies to ultimately boost the organization's bottom line. In this exploratory case study, SAP served as the case of investigation and primary data was collected through six qualitative interviews. The sample included SAP representatives from different levels of the organization to get a global and a local perspective and find broad patterns to provide findings that would be valuable for organizations to work strategically with employee well-being. Interviews were conducted by both authors digitally.

In today's fast-paced business environment, ever-increasing digitalization as well as the current pandemic of Covid-19, the need to approach employee well-being in a strategic manner has become more relevant than ever. On the basis of the results of this research, it can be concluded that the connection between employee well-being strategies and organizational success is not a straight one-to-one relationship, but has several mediating factors, where the overall employee experience plays a dominating role. Further, the results revealed that working strategically with employee well-being extends beyond implementing initiatives in a structured manner, but also requires systematic follow-up and measurement, where feedback loops are essential. In turn, the key features of an employee well-being strategy have a positive impact on employee performance and ultimately the success of the whole organization. Lastly, the results support the view that certain willingness and maturity is required from the organization to ensure the success of the company and to work strategically with employee well-being as a business enabler, not as a problem.

Keywords: *employee well-being; strategy; organizational success; SAP SE*

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We hope you enjoy the reading as much as we have enjoyed writing this thesis despite being located on opposite sides of the world.

Regards from Bagé, Brazil and Lund, Sweden, June 2021.
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1. INTRODUCTION **6**
1.1. Background 6
1.2. Problematization 7
1.3. Purpose of the study and research questions 10
1.4. Demarcations 11
1.5. Outline of the thesis 11

2. METHODOLOGY **13**
2.1. Research strategy 13
2.1.1. Research approach 14
2.1.2. Research design 14
2.2. Research progress 15
2.3. Data Collection 18
2.4. Data Analysis 24
2.5. Reliability and Validity 26

3. LITERATURE REVIEW **29**
3.1. Strategy 30
3.2. Employee well-being and organizational success 36
3.3. The impact of Covid-19: Some unusual findings 44
3.4. Conclusion of the literature review 45
3.5. The analytic model 46

4. SECONDARY DATA **48**
4.1. Background information of SAP 48
4.2. SAP's strategic focus on employee well-being 49
4.2.1. Global initiatives 50
4.2.2. Local initiatives 52
4.3. Measuring employee well-being at SAP 56
4.3.1. Non-financial indexes of financial performance 56

5. PRIMARY DATA **64**
5.1. The key elements of employee well-being strategy (RQ 2 and RQ 4) 65
5.1.2. Systematic Integration (RQ 2) 74
5.1.3. Building an organizational culture (RQ 2) 78
5.1.4. Systematic measurements (RQ 2 and RQ 4) 81
5.2. The connection between the employee well-being strategy and organizational success (RQ 1) 87
5.3. The development of an employee well-being strategy over time (RQ 3) 92

6. DISCUSSION AND CONCLUSION **97**
6.1. Discussion of results 97
6.2. Research limitations 106
6.3. Future research 107

6.4. Conclusion 108

References **111**

Appendix 1 **133**

1. INTRODUCTION

1.1. Background

In the last decades, the discussion on human well-being has accelerated and become a recognized factor when measuring societal and worldwide progress (MacGregor & Simpson, 2018). Human well-being is often discussed in connection to societal factors such as living standards, work and world events, e.g. wars or environmental change. Specific terms to address human well-being in such contexts have even been coined, such as eco-anxiety, financial stress and occupational burn-out (Albrecht, Sartore, Connor, Higginbotham, Freeman, Kelly, Stain, Tonna & Pollard, 2007; American Psychological Association, 2015; Neria & Schultz, 2012; World Health Organization, 2019). In the context of human well-being at work, the term employee well-being (EWB) is widely known. Since people spend most of their time at work and as businesses play a big part in today's societies, they play a crucial role in improving and sustaining human well-being (MacGregor & Simpson, 2018). Further, the impact work has on employees' well-being is not a recently surfaced issue, but a topic that has been studied and debated throughout history.

EWB was first studied during the 1600s, with a primary focus on work related health conditions, so-called occupational diseases and how the risk of them could be reduced (US National Library of Medicine, 2001; Rucker, 2016; Gainer, 2008). The traditional EWB approach including physical health, preventing diseases and reducing insurance costs maintained a dominating route up until the 1980s (Aldana, Merrill Price, Hardy & Hager, 2005; Anderson, Gold, Serxner & Williams, 2001; Call, Gerdes & Robinson, 2009; Owens, 2006).

However, in the last three decades, the approach towards EWB has become more holistic (Cemazar, 2020; Johnson, Robertson & Cooper 2018; International Labour Organization, n.d.; Reilly, 2020). This change has been the result of both an increased awareness and education among executives and managers, as well as the influence of research showing the advantages of a workforce that feels at their best. Thus, the complexity has increased and today EWB is thought to include aspects beyond merely physical health, such as employees' psychological, emotional, social and financial health as well as their connection towards work and even happiness (Limeade & Quantum Workplace, 2016; Reilly, 2020).

1.2. Problematization

Employee well-being is a top priority among firms

Organizations and employees worldwide rank EWB as a top priority and believe it has a vital impact on organizational performance, competitively and financially (Volini, Denny, Schwartz, Mallon, Van Durme, Hauptmann, Yan, R. and Poynton, 2020; International Labour Organization, n.d.; Willis Towers Watson (WTW), 2016). Further, the corporate market for EWB has increased by billions of dollars in the last decades and is expected to continue to increase (Volini et al. 2020).

Yet somehow, stress levels are peaking around the globe and employee engagement levels are at all time low (Eldridge, 2019; Hansen, 2018; Eastern Kentucky University EKU, 2021; Gallup, 2017). In addition, the current pandemic of Covid-19 has hit employees hard since its outbreak in early 2020. New conditions, e.g. distance working, has had negative impacts on EWB and higher levels of emotional exhaustion, anxiety, stress as well as a worsened work-life balance have been reported (Smith, 2020; Robinson, 2020). Do these indications mean that we are navigating through the midst of an EWB crisis?

EWB at the forefront of management

Researchers have argued that organizations should address EWB more strategically. Penttilä (2012) argued that EWB is connected to management because employees are an essential asset and hence a managerial concern. She argued that resources need to be allocated to EWB and systematic actions taken in order to thrive as a business. Further, Penttilä (2012) argued that EWB initiatives need to be measured on an employee- and organizational level.

Similarly, Volini et al. (2020), Krauss (2021) and Guest (2017) argued that EWB needs to be prioritized and integrated into an organization's business strategy to enhance organizational performance. For example, according to Vilen (2011) those organizations who put their workforce and EWB at the forefront will gain a strong competitive advantage in today's business climate, as they will be able to perform as well as recruit and retain talent.

Lee Newman has said that: "employee well-being needs to become part of what CEOs are (incentivized) to do" (The Wall Street Journal, 2013) and MacLeod and Clarke (2009) also argued for the need to raise awareness in order to make organizations, managers and leaders

take real action to change in line with the current shift. They said that if EWB was better understood and best practices were shared, the potential in organizations' workforce could be released with major gains.

The digital, dynamic and fast paced business environment

The need to address EWB has accelerated in the digital age of the twenty-first century, where organizations and employees operate in a fast paced, uncertain and competitive business landscape. As these conditions have brought new dynamics of change, employees have to navigate through novel and complex challenges and a heavy workload (Eldridge, 2019; MacGregor & Simpson, 2018). Disconnecting has therefore become increasingly difficult.

The reason for this could be the dispersion of work and life, since there is no longer a distinct division between these experiences (Schill, 2017). Employees have constant access to work platforms, emails, work related phone calls and are approachable around the clock. Further, feelings of loss of control, stress and the cultural challenges that employees face in a diverse work environment are elements that could have a negative impact on EWB, productivity and innovation (Habgood & Lotzmann, 2017).

On top of this, organizations' "war for talent" is as appropriate now as it was when Hankin at McKinsey & Co. coined the term two decades ago (Chambers, Foulon, Handfield-Jones, Hankin & Michaels, 1998). Attracting and retaining talent is becoming harder, not only due to competition but because of an increased awareness, especially among younger generations who look thoroughly at what organizations offer them as well as to their values and culture (Deloitte, 2020a; Lewis, 2021; Kohll, 2019).

However, even if organizations are becoming increasingly aware and are focusing more on EWB, strategic steps are still often not taken to address it (Krekel, Ward & De Neve, 2019) and organizations' readiness to address, improve and measure EWB is still substantially low.

The readiness gap

According to MacGregor and Simpson (2018) EWB makes up a formal part of most large organizations today, but only exists at a relatively junior level of the organization. Further, most EWB initiatives are still focused on reducing risks related to sickness and absenteeism and take an insurance approach. Many organizations simply offer EWB programs, but have

no formal strategies in place (WTW, 2016).

Lahiri, Schwartz and Volini (2018) have pointed out that the readiness gap, the gap between how important an organization rates something in comparison to their readiness to take action upon it, is still substantial. To emphasize this, Volini et al. (2020) found that 80% of the responding organizations in Deloitte's Global Human Capital Trends survey 2020 (*n* 8949) ranked EWB as a top priority for their business success. This made EWB the top ranked importance trend that year, but only 12% said they were ready to address the issue, meaning it also had the biggest readiness gap. Similarly, WTW (2016) pointed to a gap between organizations' interest in improving EWB and organizational tools in place to take action.

Further, few organizations track EWB initiatives and health programs against organizational performance, e.g. measure the Return On Investment (ROI) or quantify the connection in any way (WTW, 2013; MacLeod & Clarke, 2014). According to WTW (2016) this is a global issue: only 11% of organizations worldwide have ROI measures for EWB initiatives in place.

According to Accenture (2008, cited in MacLeod & Clarke, 2009) there is a limited understanding of the ROI on human capital and Volini et al. (2020) have argued for similar explanations of the gap. According to Chenoweth (2011) the lack of strategic EWB initiatives may be due to lack of priorities and knowledge to identify the best approaches to meet such challenges. Further, WTW (2016) argued that reasons included inadequate resources, e.g. lack of staff, lack of budget, lack of measurable ROIs and lack of senior support.

Thus, despite the last decade's increase in awareness and the practical importance of EWB, which both digitalization and the current pandemic has boosted, the readiness gap might not be due to lack of insight, but something that lies in organizations' inability to behave in a way that counteracts it, e.g. being inflexible and resistant to change. This is in line with theories on so-called organizational inertia (Hedberg & Ericson, 1981; Deo, 2018; Österlund & Lovén, 2005). Further, both Deo (2018) and Aetna International (2020) argued that organizational inertia is a cultural problem within organizations that mirrors the "personality" of the business, e.g. resulting from inconsistent communication. Is it possible that the readiness gap to address EWB is due to a problem with roots in organizational inertia?

1.3. Purpose of the study and research questions

The contemporary shift to viewing EWB more holistically has put pressure on organizations and management to consider change. With the external demands of high competition, digitalization and a fast changing business climate, EWB needs to be approached as a strategic imperative. However, even if organizations wish to develop a formal strategy to address the issue, the lack of readiness to do so remains dominating. Hence, the purpose of this study is to research how an organization can develop, implement and measure EWB strategies in order to ultimately boost the organization's bottom line.

We will collect data through an exploratory case study of SAP SE (SAP or the company), where EWB is already approached strategically (specifics about the choice of SAP is found in section 2.2.). SAP is a multinational software company focused on enterprise application software, resource planning, supply chain management, data integration, data quality and master data management (Purcell, 2019). Through six qualitative interviews with SAP representatives globally and locally, we aim to find broad patterns of how to work strategically with EWB. This will be valuable and inspirational for organizations who have not yet set EWB as a strategic priority. In addition, showing how organizations can measure the ROI on EWB initiatives will become a true incentive for strategic change.

Our case study will contribute new knowledge on what it means to run EWB as a strategic imperative and hence fill the current research gap. This study will also provide SAP with external analysis of the strengths of their EWB strategy as well as what could be improved. Furthermore, it will provide opportunities for managers to better understand the challenges and opportunities surrounding EWB as well as generate research questions for future studies.

We intend to fulfill our case study's purpose by answering the main research question:
RQ 1: *How are employee well-being strategies connected to organizational success?*

Further, we intend to answer the following sub-questions:
RQ 2: *What are the key elements of an employee well-being strategy?*
RQ 3: *How has the process of working strategically with employee well-being developed over time?*
RQ 4: *What are the ways for measuring the connection between employee well-being strategies and organizational success?*

1.4. Demarcations

We emphasize that the focus of this case study is to investigate the connection between EWB strategies and organizational success and find the key features of an EWB strategy, i.e. the strategic elements involved in developing and implementing such a strategy. Further, we will investigate how this process has developed over time and how the return on EWB can be measured. However, we emphasize that we will not dig deep into the development of specific measurement tools needed to measure EWB, e.g. statistical assumptions or models, but aim to give an overview of how it could be done.

We acknowledge the fact that businesses worldwide differ in structure, size, vision and purpose and are not trying to propose a one strategy that fits all, but rather to find answers that as many organizations as possible will benefit from. We have chosen to investigate our topic by looking into a global sales organization, with the basis in the fact that the topic we are exploring lacks research. We argue that a large, profit-driven organization is more likely to make some sorts of investments in EWB as more employees are being dealt with. Lastly, the ability to measure the return on EWB in a profit-driven organization, where financial outcomes and Key Performance Indicators (KPIs) are often tracked, is greater.

We have chosen to look into the single case of SAP to gain more in-depth knowledge on how the company works strategically with EWB throughout different levels of the organization. Further, this will allow us to make comparisons within the organization and go more in-depth, while more cases could have limited us to the tip of the iceberg. Thus, our sample includes various representatives from SAP's company hierarchy, and hence extends beyond solely executives.

1.5. Outline of the thesis

In the aforementioned, we have introduced what EWB is and problematized the topic in the business context that we are investigating it in. We have also introduced the purpose of our study, our research questions and outlined our main research methods.

The continuation of this thesis is divided into another five chapters. In chapter two, we will describe our methodology, including our research strategy and approach, as well as how we have sampled our participants and collected our data. Further, we discuss the validity and

reliability of our methodological choices. In chapter three, we provide a theoretical overview of the best available knowledge. We end this chapter with presenting our analytical framework to clearly connect our problematization, methodology and the theoretical overview of the topic.

In the fourth chapter we provide a descriptive overview of SAP, including secondary data from previous studies, to complement our primary data collection. We move on to present our primary data in chapter five and outline the main findings that emerged from the collected data. Lastly, we provide a discussion of the results' meaning and relevance and draw conclusions based on these in chapter six.

2. METHODOLOGY

In the following chapter we will describe the methodological foundation of our thesis, including our research strategy, approach and design as a way to communicate and motivate the methodological choices in this case study. The specifics of our research, e.g. how we collected prior research to form the theoretical framework and how primary data was collected and analyzed will also be communicated. Lastly, we will discuss the advantages and potential shortcomings of our choices, including the chosen methods' reliability and validity.

2.1. Research strategy

Our research strategy was an exploratory case study, which Yin (2009) has defined as an empirical investigation of a current and specific phenomenon within its real context. Further, Gerring (2011) has suggested that case studies are useful when the research strategy is exploratory rather than confirmatory in nature, and Flyvbjerg (2010) argued that the strategic choice of a case can help to increase the generalizability of a study. Since our study involved an investigation of how to work strategically with EWB and we investigated this in the real-life context in which it was taking place, at SAP, our research fell naturally within this research frame.

The reason for choosing a case study method was based on our belief that carrying out research on a specific case would increase the understanding of how organizations can work strategically with EWB. Due to the lack of current research on this topic, we argued that an exploratory case study of an organization already working with this strategically was an appropriate choice and would add value to other organizations. Through collecting data from different levels of SAP (from global to local level), we were able to answer our research questions as well as to live up to the purpose of our study.

The timeframe for this study was ten weeks in total and hence cross-sectional in nature. Since the thesis was written as part of the Master's in Management program at Lund University School of Economics and Management and scheduled between April and June 2021, there was already an established time frame to consider within which data had to be collected.

2.1.1. Research approach

In our exploratory case study we predominantly used a deductive research approach (Locke, 2007). As the deductive research method is based on previous research (Woiceshyn & Daellenbach, 2018), we were able to offer substantial introductions and justify the theoretical background (Woiceshyn & Daellenbach, 2018). In order to conduct semi-structured interviews, we predefined questions based on the best available knowledge, but also came up with further questions when new topics arose as the participants responded. This allowed us to produce new data that provided insights into the participants' experiences, perceptions and opinions (Peters & Halcomb, 2015). Thus, at the same time as the case study was deductive it was also inductive, as we were able to move from the particular to the general and make observations based on new findings (Locke, 2007). The advantage of complementing a deductive approach with an inductive was that the latter helped us obtain information directly from the participants and more deeply understand the research field we were investigating.

2.1.2. Research design

Although qualitative research has long been used in disciplines such as Anthropology, it has recently become more popular in areas such as Psychology, especially in studies related to mental health (Harper & Thompson, 2012). Since a qualitative research design allows for a better understanding of peoples' experience and processes, we considered such a design a relevant choice.

The main consideration and condition for choosing the qualitative method was its compliance with the research questions of this study and because we wanted to get open and explanatory answers. The constant movement between the research questions and the chosen data collection method allowed for more specific and detailed interview questions to be created (Harper & Thompson, 2012). Figure 1 portrays the details of our case study's design.

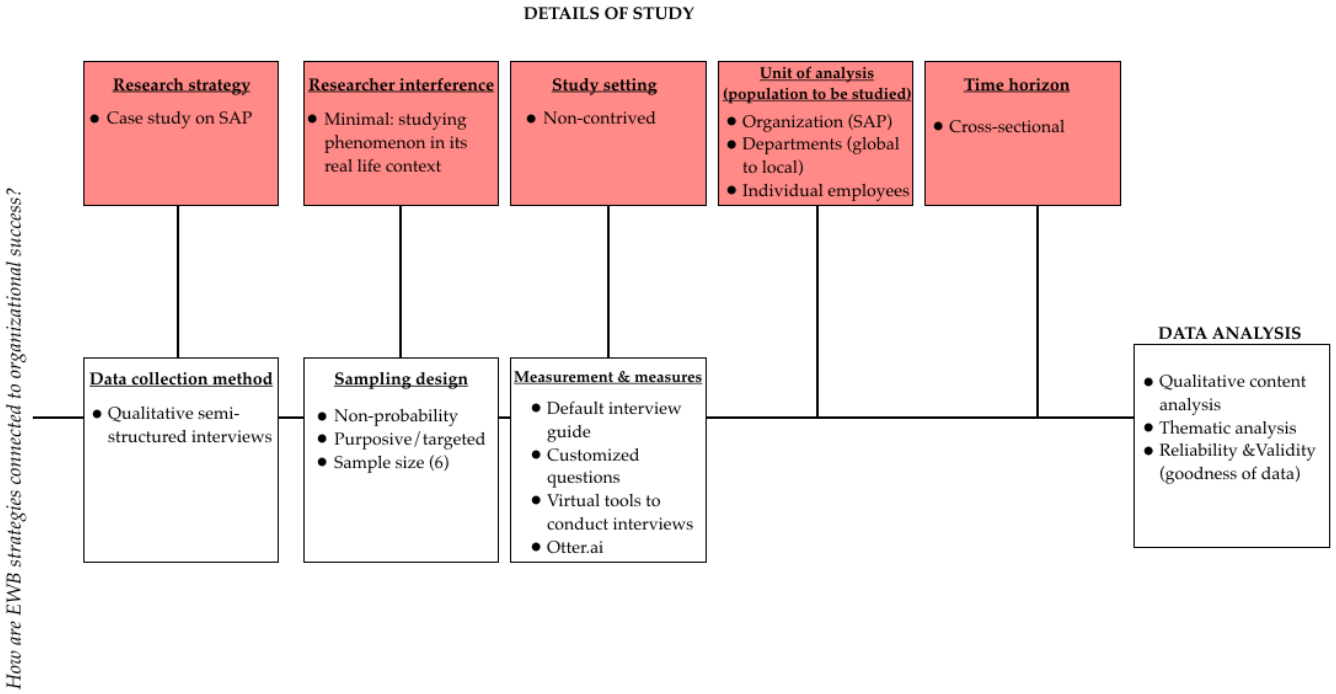

Figure 1 - The Research Design.

2.2. Research progress

Collecting the best available knowledge

In order to gain an understanding of our topic, we read the available literature and research thoroughly, which was collected mainly from GoogleScholar and from LUBsearch, Lund University's database for academic papers. When delving into the topic area, keywords were used to narrow down the search field, including e.g. "strategic well-being", "employee well-being", "employee well-being and organizational performance", "measuring the impacts of employee well-being initiatives", "the return on employee well-being", "strategic human resource management", "the connection between employee well-being and organizational success" etc. When we came across articles or studies that touched upon relevant information about our topic, we looked at them for other secondary sources, e.g. that these authors had cited or referenced. In this sense, we were continuously directed to more articles and studies that were relevant to us.

The research in our theoretical overview included mainly meta-studies, but also scientific and empirical studies in which data had been collected using both qualitative and quantitative

methods. Much of the research had been published at universities and was written by professors, masters students or research groups, such as the Gallup Organization. Further, most papers had been published in known journals, e.g. Harvard Business Review, Journal of Management, Human Resource Management Journal and Strategic Management Journal. Due to the small number of topic-specific research articles, part of our theoretical overview was not merely scientific, as we also had to take into account non-scientific material, e.g. articles, due to the current research gap and in order to explore our topic more broadly.

The purpose of the theoretical overview was to provide previous research on the variables that we wished to investigate in our study. These variables included strategy (including what it means to work strategically with an organizational issue or resource), EWB and organizational success. We included research on strategic attempts to work strategically with EWB, as well as the lack of such attempts. Further, research that had investigated the connection between EWB and organizational success was included, as well as mediating factors previously found in this relationship. Lastly, we provided an overview of new and unusual findings within our research field, labeled as effects of the pandemic of Covid-19.

Selection of case

Our focus was initially broad, but after reviewing the literature, looking for organizations and experts who work strategically with EWB, we could progressively specify our focus. Further, through conducting additional research on our topic through interviews, we were able to narrow down the topic focus and select the most suitable case for our study.

Pre-interviews

Firstly, we had informal, virtual meetings with experts in the field to get more insights of the research topic and to define the focus of our research. For example, we interviewed Steven MacGregor, Ph.D., global expert in workplace health, well-being and performance, owner of the consultancy firm The Leadership Academy of Barcelona (the LAB) and the author of the book Chief Well-Being Officer (2018), as well as Anna Wadmark Asp and Maria Gabrielsson who work in the HR department at Deloitte Stockholm, Sweden.

They advised us to look deeper into certain information, which progressively helped us find more information and moved us closer to defining our final focus. In the initial phase of our research project, we even considered collaborating with both Deloitte Sweden and

MacGregor's the LAB, but our discussions with them revealed that they would not be the best fit for our interest of study. For example, at Deloitte Sweden the strategic EWB initiative had just been launched and the effects had not yet been measured, while the LAB works with external clients, which was beyond our interest as we wanted to study EWB within a particular organization to get a better overview.

MacGrergor suggested we approach SAP, as he had worked with them as a client to his firm and knew that EWB was a strategic imperative within the company. As a bonus, he was able to give us the contact information of two representatives, Daniel Markwig (Employee Experience Lead at SAP's digital hub based in Barcelona) and Tobias Haug (Head of Humanizing Business at SAP's digital hub based in Barcelona). This facilitated the process to connect with SAP.

Following MacGregor's recommendation, we critically examined SAP, e.g. in terms of background and outputs. We wanted to choose a company that had worked strategically with EWB for a long time and where the topic had not come into focus only as a result of the pandemic. This was due to the fact that we considered the time aspect an important angle in our case study, so choosing this particular case allowed us to consider the development of the EWB strategy over time. Since SAP has had a focus on EWB and its impact on organizational success for almost two decades, we considered them a suitable choice precisely because of their years of experience.

We conducted a pre-interview with Markwig, from whom we got approval to do the case study of SAP. Further, Markwig helped us to get in touch with Steenbrugge, the Health Ambassador in the digital hub in Barcelona. Steenbrugge further recommended Carreras, Health Ambassador for the Spanish Market Unit in Barcelona. We conducted a pre-interview with both of them to introduce the topic, to make sure they were suitable for our sample as well as to learn about their roles and make sure that they were related to our research focus and would be appropriate to answer our research questions.

The final choice of SAP

We made the final decision in favor of SAP because we found that including a global company with a huge multinational employee base (100.000 employees worldwide) would give us the chance of getting results that could be useful to different organizations worldwide,

regardless of their size. Further, since SAP is a software development company, it is focused on a wide variety of areas and hence we believed that the involvement of the company would be more practical, as it could provide examples applicable in different cultural spaces as well as within companies of different sizes and markets. In addition, SAP's aforementioned long experience of working strategically with EWB became crucial, since this allowed us not only to investigate their EWB strategy over time, but also how their strategy has helped them handle changing circumstances regarding EWB during the pandemic.

Our choice to have Spain represent the local perspective in our study was primarily due to the fact that our initial point of contact, Markwig, was based in Barcelona. In addition, Barcelona was an exciting example, because Markwig and Haug, the Head of Humanizing Business, were offered to join the Barcelona team from SAP Apphaus, Germany, in 2018 to create a culture of engaged, empowered and inspired workers, based on the principles of autonomy and human connections (Barcelona Global Blog, 2020). Further, according to Haug, Barcelona is considered an innovation hub in Europe with unique conditions to attract, retain and grow international talent (Barcelona Global Blog, 2020). Thus, Markwig and Haug's transition from Germany to the Spanish team was a strategic choice to apply a more human-centric approach to innovation.

Further, Markwig directed us to the Barcelona Health Ambassadors. When conducting our pre-interview with Markwig, we also found that Spain is a special case at SAP because instead of having just one Health Ambassador, they have two (one at the Market Unit and another at the digital hub). The reason for this is the size of the digital hub, which runs almost like its own country. Further, in Barcelona they have had eminent EWB initiatives, which was also something that added interest to us. We argued that these factors would give strength to our study and enable more local insight on how SAP works with EWB strategically.

2.3. Data Collection

Primary data collection: Semi-structured interviews

We collected our primary data through six qualitative, semi-structured interviews. We used semi-structured interviews because they can provide comparable and reliable qualitative data and give interviewees a freedom to express their opinions in their own words (Cohen & Crabtree, 2006). Further, using semi-structured interviews allows interviewees to speak as

experts and hence add value to the research (Leech, 2002). The interviews were conducted between April 19th and May 7th 2021 and held digitally using either Zoom or Microsoft Teams. The interviews varied in length, where the shortest was thirty minutes and the longest one hour and seventeen minutes.

Hijmans and Kuyper (2007, cited in Busetto, Wolfgang & Gumbinger, 2020) described qualitative interviews as "an exchange with an informal character, a conversation with a goal". Thus, a qualitative data collection method helped us to listen to and communicate the actual words of research participants (Harper & Thompson, 2012).

In the semi-structured interviews, we used a previously prepared default interview guide as guidance, with open ended questions, as this allowed more freedom to the interviewees to answer (Lepik, Harro-Loit, Kello, Linno, Selg & Strömpl, 2014). Further, it enabled us to ask questions that we had not anticipated to get information about. In order to obtain authentic information, we wanted to conduct interviews in the form of a conversation to build trust and talk openly about the topics. Further, in a semi-structured interview the order of the questions can be changed and clarifying questions asked (Lepik et al. 2014), which enabled us to modify the default interview guide according to the needs that arose and the interviews were hence able to unfold in a flowing conversation manner (Longhurst, 2003).

Selection of participants

We used a non-probability sampling method in which the probability to select a subject was unknown (Acharya, Prakash, Saxena & Nigam, 2013) and the members of the target group did not have an equal chance of getting selected (Complete Dissertation, n.d.). More specifically, we focused on a purposive sampling method, which is widely used in qualitative research for the identification and selection of information rich cases related to the phenomenon of interest (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015). In a qualitative study, a purposive method can be used to increase the depth of understanding (Palinkas et al. 2015). We used such sampling as we selected the sample who would help to fulfill the purpose of the research. Thus, we targeted those who had knowledge of our topic, but partly also on the basis of convenience, as often the participants are selected because they are at the right place at the right time (Acharya et al. 2013).

Since we wanted to get a broad and deep overview, it was a methodological choice to target

representatives from different levels at SAP (globally to locally) and ultimately select a sample that would be most useful to fulfill the purpose of our research and get answers to our research questions. We aimed to target participants who had great knowledge of, or were working regularly with, EWB strategically. This was a decision based on the fact that we wanted to collect data from internal experts at SAP to be able to leverage as much in-depth data as possible.

Although we purposely targeted the first interviewee, the inside Subject Expert Matter Autumn Krauss, and reached out to her based on her deep knowledge of EWB research, the other interviewees were collected through targeted sampling that happened mainly upon recommendations. For example, Markwig recommended us to contact Steenbrugge, who in turn recommended us to include Carreras. In turn, Carreras helped us to get in touch with the Global Health and Well-Being team where they, after an internal discussion, decided to provide us with an interview with Gomell, their expert on strategic health innovations and health related KPIs. Lastly, Steenbruugge recommended us to contact Kasparian from the Barcelona Work Council.

Through these recommendations we were able to approach the internal experts at SAP with knowledge and experience of working with our topic, and that is how we finally ended up with the most suitable sample for our study. We emphasize that our sample has provided us with their time and expertise on a voluntary basis, as well as they have provided us with internal data, which has helped us to get an in-depth overview of how SAP works strategically with EWB. However, we also raise our awareness that practical reasons, e.g. the availability and willingness of the interviewees to participate in the study within our time frame, was ultimately a factor that had an impact on our final sample.

Below follows a comprehensive list with a description of each participant, including their name, demographic information, how long they have been employed at SAP, and the total length of the interview.

Participant 1: Autumn Krauss

Dr. Autumn D. Krauss, Chief Scientist, HR Research Team, SAP SuccessFactors, Denver, Colorado. Krauss has been employed at SAP for a little more than three years. Krauss acted as an inside Subject Matter Expert (SME) since she was employed by SAP SuccessFactors, a

SAP acquired company, and is an organizational psychologist and Ph.D. She works with applied research in business leadership, cultural transformation, employee well-being, employee safety and talent management. We contacted Krauss after participating in the webinar "Starting the Conversation around Destigmatizing Mental Health in the Workplace", part of the Mental Health & Well-Being in the Workplace Series on SAP Purpose Network Live. Since Krauss was a speaker at that webinar and we found her contribution to research on our topic relevant, we contacted her through email and she agreed to participate in our study. The length of the interview was fifty five minutes.

Participant 2: Iciar Carreras

Project Manager Controller EMEA at Global Real Estate & Facility (GRF), Head of Facility in Barcelona and Health Ambassador at the Market Unit in Barcelona, Spain. Carreras has won awards internally at SAP for her work, e.g. she is a Sustainability Champion and Crisis Management Champion. Carreras has been employed at SAP since 1998. The length of the interview was fifty four minutes.

Participant 3: Daniel Markwig

Employee Experience Lead, SAP EMEA (Europe, Middle East, Africa), based in the digital hub in Barcelona. Markwig has been in this role since 2019, but was previously working as a Fellow at the Humanizing Business Initiative. He has been employed by SAP since 2005, performing in various roles in Germany, e.g. as a Design Strategist and Program Lead. The length of the interview was one hour and four minutes.

Participant 4: Stefanie Steenbrugge

Partner recruiter in the NBL North team focused on the Nordics and Belux. Steenbrugge has been in her current position for seven months and was before working at the sales unit. She is a Health Ambassador in SAP's digital hub in Barcelona, Spain. Steenbrugge has been employed by SAP for approximately seven years. The length of the interview was thirty four minutes.

Participant 5*:* Melanie Gomell

Digital Health Analytics Lead on SAP's Global Health and Well-Being team, systemic coach and University lecturer for Innovation. Gomell has been employed at SAP since 2006 and been part of the Global team since 2012. The length of the interview was one hour and

seventeen minutes.

Participant 6: Nora Kasparian

Kasparian is a Sales Coach EMEA North at SAP, based in Barcelona. She has been employed by the company for six years. She is part of SAP's Work Council in Spain. The length of the interview was 30 minutes.

Creating the interview guide

We created a default interview guide to ensure that we would have a clear plan when conducting the interviews. Further, we wanted to make sure that the responses covered the necessary points and answered our research questions (Leech, 2002).

To be able to generate codes from the interviews, we asked all the participants a set of identical questions to ensure consistency and get more data to answer our research questions. In addition to the default interview guide it was necessary to redesign the interview questions according to the expert and his/her more precise focus. Thus, certain questions varied depending on the role of the interviewee and were customized for the different participants, since we wanted to get as much out of each individual's expertise as possible. The questions varied depending on if they were part of the Global or Local team and what role they held at SAP. When creating the customized questions, we kept in mind that we could compare them with the others and extract the necessary codes from the text. These questions were either added to the initial interview guide, but in some cases also replaced with default questions that did not seem relevant for specific participants.

The default interview guide consisted of five different areas that we labeled as plots. The plots were created based on our research questions and the specific questions included under each plot had been broken down to answer the specific research question under that plot. The first plot was more general and was created to warm up the participants and make them feel comfortable for the coming plots, which were more specific. Below some of the questions under each plot, we had also posed potential sub-questions that acted as a guide throughout the interviews. In cases where the interviewee didn't understand a question even after repetition, we could use the sub-questions to give her/him needed guidance. The Interview guides for each participant are found in Appendix 1 (pp. 133-139).

The role of the interviewers (authors)

Both authors acted as a dynamic duo and conducted all of the interviews together, but plots had been divided so that each author was "specialized" in questions under different plots. During the interviews the authors took turns, e.g. author one was in charge of plot one, three and five, while author two was in charge of plot two, four and six. When one author was asking questions, the other author took notes and listened thoroughly and, in the case a new question was generated based on the participants' response, she intervened and asked this.

Secondary data collection

As a way to complement the primary data, we collected secondary data to provide a clear background of SAP in chapter four, i.e. before presenting the results from our primary data collection. The secondary data included descriptive background information of SAP and the information on how they work strategically with EWB, retrieved e.g. from their website and annual reports, YouTube videos, Podcasts and articles. Further, we also used a case study of SAP that had been done on our topic and been published in Forbes (Purcell, 2019).

A key piece in the secondary data chapter was the information regarding the specificities of the indexes that SAP has developed to measure non-financial indicators, such as organizational health and culture, employee engagement and leadership trust. Apart from providing the reader with information to understand these indexes, the secondary data overview also introduced concepts and initiatives that would help the reader create a better understanding of the results when they were presented in chapter five. Some examples included the Health Ambassador network, one of SAP's main EWB initiatives called the Employee Assistance Program and a local initiative called Humanizing Business.

The methodological choice of adding a secondary data chapter ensured that the reader would get thorough information about SAP and be provided with the best available research on how the company works strategically with EWB. This choice allowed us to go more deeply into the topic in our primary data collection and helped us to build convincing arguments in our analysis. Thus, allowing the two chapters to complement each other provided strength to our study as we were able to give a more in-depth overview of how SAP works with EWB in a strategic manner and therefore able to build a clear bridge from these two chapters in the analysis of our results.

2.4. Data Analysis

Qualitative Content Analysis

To analyze the primary data, we mainly used the method of qualitative content analysis, which was selected to explore the content and contextual meanings of interviews and to search for a deeper meaning behind the words (Kalmus, Masso & Linno, 2015). According to Schreier (2014) qualitative content analysis reduces data, is systematic and flexible. Qualitative content analysis allowed us to analyze latent content, code the intentions and interpret several connotations (Kalmus et al. 2015). Further, using this method gave us an opportunity to pay attention to rare and unique phenomena in the data.

Thematic analysis

We did a thematic analysis to find categories, which we could compare to the chosen literature and find patterns and relations, which could answer our research questions and back up our findings. According to Braun and Clarke (2006), thematic analysis is a qualitative study method that can be widely used to answer research questions; they have come up with six phases of thematic analysis that we followed in our study:

Phase 1: Familiarizing oneself with data

After collecting data from semi-structured interviews, we transcribed the interviews to transform the data to written form, so that we could compare the written text and review it regularly, if necessary. We used an online transcription tool called otter.ai where we uploaded our recorded files and received a transcript. These were then double checked by the authors, who listened to the recording while reading the text and changed errors in the automatically produced transcript. Then, we read the entire dataset a few times to become familiar with our data. As a next step, we discussed observations in our data with each other. Attention was aimed at analytical patterns of potential interest, as we constantly asked ourselves what ideas, thoughts and assumptions were included in the data (Braun and Clarke, 2006; 2013).

Phase 2: Generating initial codes

We coded the data to derive the specific codes from the entire data set. We based our content analysis on both deductive and inductive analysis. We created the coding system based on existing theories (deductive), but as new coding categories emerged during the study, we included them in the analysis (inductive). We started processing previously set codes, but

used new codes when incompatible material appeared. Codes could be both descriptive and interpretive (Braun & Clarke, 2006; 2013). As descriptive codes, we used smaller codes in the larger analysis category "measurement of initiatives" such as "questionnaire", "feedback" and "indexes". Interpretive codes then appeared, e.g. “higher level of well-being” and “increase in profit”. To be able to create a visual matrix of the results (presented in chapter five), we first identified the main findings that we summed up as keywords to gather possible thematic overlaps with each research question.

Phase 3: Searching for themes

The third phase began when all data had been initially coded and collated and a list of the different codes identified across the data set had been developed (Nowell, Norris, White, Moules, 2017). We then collated codes into potential themes and gathered all data relevant to each potential theme (Braun & Clarke, 2006). We used larger categories that coincided with the research questions raised and to what the corresponding codes appeared in the text. For example, “multi-level communication”, “strategic agility”, “visibility” and “leadership”. As the next part of a visual matrix, we needed to create specific themes based on the results and keywords, for which we gathered ideas in each respective phase.

Phase 4: Reviewing themes

As a next step, we critically reviewed the thematic groups. This had to be done to check the quality of thematic groups and their compatibility with the codes created (Braun and Clarke, 2006). We reviewed the compatibility of the generated codes and their compliance with the research questions. The next part of creating a visual matrix was the selection of the main thematic groups, based on the analyzed results and emerging findings.

Phase 5: Defining and naming themes

In this phase, we focused on ongoing analysis to clarify the specifics of each theme group, coming up with clear definitions and names for each theme (Braun and Clarke, 2006). We explained the topics and gave them more specific names, which in turn made it possible to develop a definitive overview. After this phase, we were also able to identify sub-categories that complemented the main thematic groups, as our findings for research question two (RQ 2) were extensive and needed further structure.

Phase 6: Producing the report

In this phase, we focused on relating the analysis to the research questions and literature by preparing a scientific report on the analysis (Braun and Clarke, 2006). We presented the developed data and explained in more detail why we considered the particular data important based on the research questions raised. After completing all the phases, we created the final visual matrix, which was based on our results, to introduce the main findings identified with keywords, from which we had formulated themes and sub-categories. The matrices are presented in proximity to our results for each research question in chapter five.

2.5. Reliability and Validity

Ethical considerations

In order to get informed consent from the interviewees, we emailed them a few days before the interview took place with written information regarding the purpose, structure and content of the interview. We asked if they agreed to us recording and using their demographic information in our paper, including name, role, department, location and how many years they had been employed by SAP. Further, we asked the participants for their confirmation and consent in writing.

The data we collected from the participants was handled respectfully and was not used outside the frames of this study. Further, as one participant requested the transcription to be deleted after we had retrieved the data, we followed this wish.

Internal validity

When we collected our primary data, we made sure that our default interview guide consisted of a set of standardized questions, e.g. “How would you simply define employee well-being”, so that each respondent would be faced with the same set of base questions. Due to a default interview guide as well as the fact that both authors paretook in each interview, we could also minimize the risk of interview bias. Further, through using statistical data from SAP, primarily in relation to our discussion of the indexes, we could increase the internal validity of our study.

External validity

Since we collected data on the specific case of SAP, it made it more difficult to generalize

beyond our sample and, like in all case studies, the external validity was therefore threatened. Further, the fact that Barcelona, Spain acted as the only reference point for how SAP works strategically with EWB on a local level could also have limited the ability to generalize our findings within the organization. Thus, we raise our awareness of the fact that the EWB strategy might work slightly differently depending on the location.

On the other hand, our aim was not to generalize our findings to other organizations, but to explore and describe how organizations can work strategically with EWB to inspire others. Thus, we aimed to create a framework for discussion and raise the importance of the topic, as well as give other businesses the incentive to do the same. Thus, our study has external value, even if we cannot generalize greatly beyond our specific sample.

Lastly, we raise awareness of the fact that it was MacGregor who directed us to approach SAP in Spain in the first place, which impacted our decision to choose them as the specific case and location to investigate. If we would have collected data using another SAP location as a reference point, our results might have turned out differently.

Reliability

The use of a structured semi-structured interview guide with standardized questions ensured reliability of the chosen instrument. Involving interviewees from different levels of the organization at SAP was important in this aspect, as people who work in the same team on a daily basis might have similar visions, opinions and explanations of certain situations. Therefore, interviewing employees from different departments and who held different roles gave us a broader perspective to the research topic.

Further, the time frame in which we conducted the interviews also played an important role in terms of reliability. The closer in time the interviews were conducted, the more reliable the results would be. Therefore, conducting all the interviews within a four week time frame enabled us to increase the reliability of our case study. Further, we used virtual tools to conduct all the interviewees, which ensured that the interviewees were given the same conditions, with equivalent restrictions and opportunities.

Further, we find it essential to mention that the initiative for cooperation with SAP and the choice of topic came solely from the authors of this study, who have not signed an official

agreement with the company or been under any contract to receive financial compensation. Thus, even if it is common that SAP cooperates officially with thesis writers from different universities worldwide, as they are interested in being provided with research, outside observations and feedback that creates a win-win situation, our collaboration with SAP has been unofficial in this case study. However, SAP has been provided with the results of this study and have, hopefully, been provided with some new insights.

In addition, we raise awareness that the reason why SAP agreed to participate in our study may not have been due solely to their strong commitment and interest in EWB, but may in part have been due to the opportunity to market the company for reputational reasons. For example, to show its corporate social responsibility (CSR) or as a branding opportunity for employability reasons. Since SAP has been effective in implementing EWB as a strategic imperative, transparency and talking openly about the processes might not have been a problem, but an opportunity for them. Further, it could have been seen as a chance for SAP to show its strengths and reach out to potential employees. Lastly, as the topic we investigated was “positive” in nature, we acknowledge that this could have played part in their willingness to participate and be open.

3. LITERATURE REVIEW

In the following chapter, we build a theoretical framework through reviewing the best available knowledge within the field of investigation. Simultaneously we discuss how the concepts included in our research have been defined previously, as they are all complex and multifaceted. These concepts include strategy (including what it means to work strategically with an organizational issue or resource), EWB and organizational performance. Through giving this overview, we aim to communicate their meaning and relevance in this study.

The chapter is split up in different sections, where we first present an overview of strategic attempts to work with EWB. We begin with a broad approach, e.g. presenting attempts on making Human Resource Management (HRM) more strategic, but also include some examples of other organizations' attempts. Further, we discuss the lack of strategic attempts on EWB including the dominating gap of strategic measures and ROI tools.

In the second section, we provide an overview of research conducted on EWB and its connection to organizational success and review studies that have found reinforcing effects of EWB to describe this connection. In the third part, we review the impact the pandemic has had on EWB and provide some new, unusual findings within our topic area. Lastly, we conclude the theoretical overview and provide an analytic model to summarize the main points. Figure 2 shows an outline of how the analytic model is built in this chapter.

Figure 2 - Building the Analytic Model.

3.1. Strategy

To be able to argue that EWB should be dealt with strategically, as an organizational issue or resource, we delve into what this means to begin with. In current literature, researchers and professionals have defined such concepts in a variety of ways. Porter (1996) defined strategy as a competitive position involving: ”deliberately choosing a different set of activities to deliver a unique mix of value”. Chandler (1962) defined it as ”the determination of the long-run goals and objectives of an enterprise, and the adoption of course of action and the allocation of resources necessary for carrying out these goals”. Grant (2016) argued that strategy, in its broadest sense, includes the means through which organizations (or individuals) achieve set objectives.

Mintzberg (1987) incorporated a holistic approach to explain the concept of strategy with his 5 P’s model. Each P (planning, ploy, pattern, position and perspective) puts emphasis on what strategy means depending on what perspective it is approached from. The first P, planning, highlights that a strategy needs to be planned and that actions are needed to get to an intended position. The second P, ploy, highlights how strategy includes different tactics to overrun competitors. The third P, pattern, highlights the decisions and actions that are taken to pursue the strategy, i.e. the actual behaviors; according to Mintzberg consistent behaviors that move the organization towards the set objectives are required. The fourth P, position, highlights where an organization positions themselves in relation to their competitors, e.g. in terms of price, differentiation or customer service. The last P, perspective, finally highlights how strategy involves the whole culture of the organization and how it views, values and visualizes objectives and works accordingly to reach them (internally). Mintzberg argued that strategy is, in this sense, similar to what a personality is to an individual being.

Similar to Mintzberg’s (1987) third P, pattern, Wright and McMahan (1992) emphasized that strategic management includes systematic, well-planned actions to which resources have been distributed. Similarly, Watkins (2007) defined strategy in a business context as:

> How people throughout the organization should make decisions and allocate resources to accomplish key objectives. A good strategy provides a roadmap of a set of guiding principles or rules, that defines the actions the business should take (and not) and the things they should prioritize (and not) to achieve desired goals (Watkins, 2007, n.p.)

According to Ambler (2021) a strategic issue is strategic due to the impact it has on reaching the organization's mission and their chosen direction. Ansoff described it as: "a forthcoming development, either inside or outside of the organization, which is likely to have an important impact on the ability of the enterprise to meet its objectives" (1980: 133).

Further, Ansoff (1980) argued that a strategic issue can be negative or positive in nature, i.e. on the one hand seen either as an internal strength or opportunity, but on the other hand as an internal weakness and therefore an external threat to the organization. Similarly, Dutton and Duncan (1987) defined the concept as either events or developments with the potential to impact an organization's overall strategy.

According to Barney (1991), organizational resources include all assets, capabilities, processes, attributes, knowledge, information etc. that the organization controls and which can enable it to create and implement strategies to improve the effectiveness as well as efficiency. For a resource to become a competitive advantage, it needs to include an asset that is valuable, rare, difficult to imitate and not substitutable. For example, Wright and McMahan (1992) argued that employees are essential organizational resources.

In the aforementioned, we have outlined how the concepts of strategy as well as how organizational issues and resources previously have been defined in literature. Based on this, we will assume that dealing with something strategically involves planning, allocating resources and making decisions to reach set objectives and desired outcomes. Further, a successful strategy is one that involves dealing with resources in a systematic and well planned manner, which will have an impact on the organization as a whole and create a competitive advantage.

Strategic attempts to address employee well-being

According to WTW (2016) EWB initiatives require strategic focus and employer commitment, as they can bring payoffs that will set an organization ahead of competitors. Further, human resources are important competitive resources, which have become even more important, e.g. as the so-called war of talent has put pressure on organizations (MacGregor & Simpson, 2018; Penttilä, 2012). To be able to attract and retain talent, EWB, organizational culture, and how human resources are dealt with are vital.

Sundaray (2011) found that HRM practices, including health, career development opportunities and job satisfaction were correlated to employee engagement, which in turn affected employees' performance and thus the organization's performance in profit and revenue growth.

However, current literature points to a lack of consensus on the role that EWB has in the relationship between HRM and organizational performance as well as where the responsibility of EWB lies (Van de Voorde, Paauwe & Van Veldhoven, 2012). Elridge (2019) argued that the conversation about well-being should move further from benefits and not just go under HR responsibility, but move towards executive level, where EWB is integrated into businesses' operations and decision-making processes. As HR managers perform a strategic partner role within management, they may experience operational challenges while simultaneously trying to promote EWB (Brown, Metz, Cregan & Kulik, 2009). On the other hand, Lengnick-Hall, Lengnick-Hall, Andrade and Drake (2009) suggested that an organization's business strategy is valuable only if it is integrated into organizational HR practices. Schuler and Jackson (1987) backed up these findings as well as found that HRM practices play a critical role in organizational success.

Wright and McMahan (1992) tried to distinguish between HRM and Strategic HRM (SHRM) and suggested that SHRM had a more macro-oriental approach, which they described as a pattern of planned HR deployments and activities intended to enable an organization to achieve its goals. Garavan (2007) suggested that Strategic Human Resource Development (SHRD) should focus on the interplay between Human Resource Development (HRD) practices and the broader context within which these practices play out. He suggested that the context of an organization's strategy, structure, culture, and leadership was one out of four vital contexts that needed to be in place in order to achieve strategicness in HRD practices.

Gilbreath and Montesino (2006) researched the importance of extending the HRD role to improve EWB and organizational performance and found that HRD was a mediating factor between EWB and organizational performance. A study by Ungureanu, Bertolotti and Pilati (2019) contributed to the SHRM literature by proposing an integrative position of macro (employer-focused) and micro (employee-focused) research traditions and found that shared strategic intentionality helps to cope with external challenges.

Current strategic attempts

Some organizations have started to work more strategically with EWB, e.g. through various initiatives. In some firms a specific role for EWB has been appointed, which strengthens the indication that slow progress has taken place towards pursuing EWB as a strategic issue. Therefore, we would like to give some examples that we have come across in the course of our research.

For example, at Kirkland and Ellis law firm in the US, Robin Belleau holds the position of Director of Well-Being, working with the firms' lawyers on issues related to, e.g., mental health, substance misuse, stress and anxiety (Kirkland & Ellis, 2019). Similarly, at Deloitte in Florida, Jen Fisher was appointed the company's first so-called Chief Well-Being Officer (CWO) in 2015 (Reilly, 2020; Young, 2020). Fisher is in charge of strategic EWB initiatives and works with empowering Deloitte's employees and providing them tools to prioritize well-being in their personal lives and professional careers (Reilly, 2020; Young, 2020).

At Deloitte in Sweden, the strategic EWB initiative You-stainable was launched nationally in April 2020. Gabrielsson and Wadmark (interview 23 February 2021) explained that the program aims to raise awareness and provide employees tools to increase EWB and help create a sustainable work-life balance. However, the program is still in its infancy and the effects of it are yet to be measured.

Further, there are consultancy firms working with organizations to help them implement EWB as a strategic business imperative. One example is StrategicWellBeing, a London based consultancy firm (StrategicWellBeing, 2019). They help clients, e.g. H&M, develop EWB strategies aligned with their cultures, policies and organizational procedures and ensure consistent change through commitment from management and employee development.

The Leadership Academy of Barcelona, the LAB, founded in 2007 and run by Steven MacGregor (The LAB, 2021), is another example. In addition, MacGregor runs a special venture within the LAB, the podcast Chief Wellbeing Officer, with which he aims to elevate EWB as a strategic concern. The LAB helps clients such Uber, McKinsey & Co., Santander Bank, BBC and Oracle, to create cultures in which EWB is in the center of the business.

Further, the American organization Returns On Wellbeing Institute (ROWI) works to help organizations understand and build a workplace culture in which EWB and evidence based initiatives are implemented (Returns On Wellbeing Institute, n.d.). ROWI aims to educate business leaders on how EWB initiatives are related to business success and their approach to EWB strategies are ROI focused, with the belief that organizations need to have a measurable return on investment to provide incentives as well as to justify initiatives.

The dominating gap: the lack of strategic attempts

Despite the fact that studies have proposed attempts to work strategically with EWB, e.g. through extending HR functions, making HRM more strategic in nature or transforming HR roles, current literature points to the fact that most organizations still have not implemented internal EWB strategies. Further, there seems to be a lack of measurements on EWB initiatives, e.g. ROI, and few organizations worldwide have such tools in place.

Deloitte (2020b) reported that 94% of respondents (*n* 8949) from organizations in thirty one countries agreed that EWB was a prerequisite for organizational performance, and 43% held the belief that EWB strengthened the mission and vision of their organization. However, the results showed that the ROI on EWB initiatives was not reaching its targets: 61% reported that their organizations did not have any tools in place for measuring the impact EWB initiatives had on overall organizational performance. The remaining 39% of respondents reported that their organizations did measure EWB, but the majority ranked it as a prerequisite for improving employee experience higher than the impact they thought it had on their organization's financial performance. Less than 50% of the respondents reported a belief that EWB had a positive impact on the business success, including financial outcomes, higher degree of innovation, better customer experience and reputation.

According to Volini et al. (2020), the lack of measurements in place for the ROI on EWB initiatives might be due to the difficulty of measuring it. Despite the fact that many organizations are aware that EWB extends beyond employees' physical health, they still do not have clear measurements in place. WTW (2013) also found that few organizations measure the ROI on EWB programs to quantify its relation to productivity and effectiveness of the employees. WTW stated: "when viewing engagement and health as separate priorities, measurement becomes increasingly difficult" (2013, cited in MacLeod & Clarke, 2014: 7).

Further, WTW (2016) reported that only 11% of organizations globally had ROI measures in place to track the impact on EWB programs. Similarly, Accor (2008, cited in MacLeod & Clarke, 2009) reported that 90% of the leaders they studied rated employee engagement as vital for organizational success, but only 15% had a plan to increase engagement and internal strategies in place to do so.

These findings were further emphasized by the Analytic Services at Harvard Business Review (2013). 71% of the survey's respondents, consisting of more than 550 executives, ranked employee engagement as a vital factor for organizational success. However, many organizations found it difficult to measure employee engagement against the organizations' financial results. Less than 50% said that their organizations had efficient measurement in place for evaluating how employee engagement affected organizational performance, e.g. through metrics of market share growth and customer satisfaction.

Hedberg and Ericson (1981) labeled organizations' inability and inflexibility to address issues as organizational inertia and made a distinction between insight inertia and maneuver inertia. The former includes organizations' inability to pay attention to problems and the latter as the difficulty to be flexible and able to make needed changes, e.g. because investments have already been locked up.

Österlund and Lovén (2005) argued that organizational inertia includes the unwillingness to learn, which negatively impacts organizations' flexibility. To handle such inertia and make a strategic change, managerial actions on all levels are key. In a similar vein, Deo (2018) argued that organizational inertia was a cultural problem and Aetna International (2020) argued that such inertia (related specifically to EWB) was the inability to make cultural changes. For example, not listening to employees, being inconsistent in communication and failing to make use of technology to facilitate personalization of different needs.

Cooper (2014) argued that many organizations do not have any internal tools in place for measuring ROI for investments in human capital initiatives. Further, they argued that EWB needs to be approached from a more holistic perspective; instead of only traditional measurements a shift needs to happen towards a strategic approach. Accenture (2008, cited in MacLeod & Clarke, 2009) underscored similar findings: More than 50% of Chief Financial

Officers reported that they had a limited understanding of the ROI on human capital. 30% claimed they had a modest level of understanding, while only 16% reported having a considerable understanding. WTW (2016) also argued that reasons could include inadequate resources, in terms of lack of staff to work with EWB initiatives, lack of budget, measurable ROIs and lack of senior support.

In addition, WTW (2016) emphasized that commitment to something versus the implementation of a successful strategy to approach it are distinct. In their 2015/2016 Global Survey distributed in thirty four countries, 90% of organizations said that improving EWB, health and productivity was a core component of their organization's overall health strategy. 98% were committed to improvement in the coming years, as they believed that improving EWB would have a positive impact on business outcomes. 56% of organizations had no health and productivity strategy in place, but simply offered employees health and well-being programs (WTW, 2016). 49% were expected to develop a health and productivity strategy that differentiated them from competitors, i.e. a formal strategy aligned with business priorities and articulated to the employees. However, only 11% had such a strategy in place.

Lastly, WTW (2016) argued that knowing and using the organization's numbers would help them reach their goals. Measuring program effectiveness by using a variety of financial and non-financial metrics, collecting data on organizational health issues, absence trends, employee preferences, program usage and costs could help an organization to make data-driven changes, confirm successes and promote cost-effective interventions. WTW (2016) argued that the EWB strategy should not be static and changes must be made in accordance with organizational change; thus, evolving best practices and checking the validity of ongoing measurement of program effectiveness were seen as crucial practices.

3.2. Employee well-being and organizational success

Employee well-being

Bernardini Ramazzini was the founding father of what we today call EWB (Franco & Franco, 2001; Rucker, 2016; Gainer, 2008). In the late 1600s, he wrote about how employees were affected by work, e.g. through the exposure of chemicals and dust. He labeled these as occupational diseases and tried to reduce the risk of them (Franco & Franco, 2001; Rucker, 2016; Gainer, 2008). By the end of the 19th century, more EWB initiatives were slowly being

introduced (Call et al., 2009; Limeade, 2016). For example, the National Cash Register introduced daily exercise breaks and built the first employee gym in 1880 and in the late 1920s, the motor company Ford introduced the forty hour working week.

In the aftermaths of the Second World War, Employee Assistance Programs (EAPs) were formed in the US, which marked the starting point of organizations starting to help employees who were experiencing health-related issues, e.g. alcohol misuse (Call et al., 2009; Limeade, 2016; Owens, 2006). Up until the late 1970s many of these programs were primarily focused on reducing absence rates and injuries in the workplace, before promoting healthy behaviors and they were not financially measured.

The first employee wellness programs are traced back to the early 1980s (Call et al., 2009). They were mostly focused on physical aspects, e.g. how training and good fitness could have a positive impact on both employees' health and their performance. In history, wellness programs have also primarily measured the benefits through making savings (Aldana et al., 2005; Anderson et al., 2001).

With these facts at hand, it is clear that organizations traditionally have equaled EWB to the safety of workers and occupational diseases, as well as they have been primarily focused on making savings and cutting absence rates. However, in the last two decades, EWB has become more complex and a fundamental shift has occurred to look at EWB with a more holistic approach. Today EWB is most often referred to as employees' physical, mental, financial and social health.

For example, The International Labour Organization (n.d.) has defined EWB to include all aspects of working life: safety and quality of the physical working environment, employees' subjective feelings towards their job, their working space and the organizational climate in which they work. They claim that the aim of EWB is to make sure that employees are healthy and safe and feel satisfied and engaged at work. According to Johnson et al. (2018) EWB encompasses three main aspects including physical, social and psychological well-being. Fisher (Reilly, 2020) stated that EWB extends beyond ensuring employees' physical health, but their psychological, emotional, social and financial health as well as happiness, which has been further emphasized by Volini et al. (2020) as well as Cemazar (2020).

Bevan (2010) also defined the concept more holistically and included various physical and psychological aspects, similar to what MacLeod and Clarke (2014) also discussed. Similarly, Sears, Shi, Coberley and Pope (2013) have defined EWB as life evaluation, emotional health, physical health, healthy behavior and work environment, while Limeade and Quantum Workplace (2016) have included elements of optimal health, happiness and purpose. Krekel, Ward and De Neve (2019) have defined it simply as satisfaction. Further, Harter, Schmidt and Keyes (2003, cited in Keyes and Haidt, 2003) defined EWB to include elements such as purpose, personal growth, positive relationships, social integration, social contribution and environmental mastery. Grant, Christianson and Price (2007), with inspiration from Warr (1987), included psychological, physical and social functioning factors.

SAP SuccessFactors (2019) also defined the concept holistically, stating that EWB encompasses all elements of employees' experience at work and at home, which collectively determine how well employees feel. They argued for five facets of EWB including body (physical well-being, e.g. energy level, pain management and physical feelings), mind (psychological well-being, e.g. positive mental feelings and the ability to focus), connections (social well-being, e.g. a sense of belonging and feeling supported), resources (financial well-being, e.g. a sense of security and ability to provide for oneself and one's family) and lastly motivations (sense of purpose, e.g. a sense of contribution and meaningfulness).

In summary, the traditional approach to EWB has primarily been focused on physical aspects, e.g. the safety of employees and reducing the risk of work-related diseases, but today EWB is viewed more holistically and the concept has been extended to include various aspects, such as psychological, emotional, social and financial health, happiness and purpose. Thus, while various definitions of EWB exist, there seems to be a contemporary consensus that the concept is complex and extends beyond merely the physical health of employees. Hence, we will throughout this paper refer to EWB holistically, as encompassing the whole employee.

Organizational success

In 1992, Kaplan and Norton developed the so-called balanced scorecard to help executives measure organizational performance comprehensively, not using solely financial indicators. They argued that various factors were important and included indicators to understand and track organizational success in a sustainable manner. The metrics in their balanced scorecard included outcomes related to finance (e.g. market share, sales growth and return on equity),

customers, internal business processes and learning- and innovation aspects.

Tahir (2020) argued that organizational performance could be assessed on an individual employee level, team level or an overarching organizational level. Richard, Devinney, Yip and Johnson (2009) found 207 different measures for organizational performance assessment. They ultimately concluded three crucial aspects including financial performance (e.g. profits, returns on assets and ROI), product-market performance (e.g. sales and market share) and shareholder return (e.g. total shareholder return and economic value added).

Luo, Huang and Wang (2012) found that organizational performance could be measured in economic and operational terms. For example, through looking at financial indicators to assess profit, sales and ROI for shareholders, they could assess the economic performance of the organization, while looking at aspects such as customer loyalty and satisfaction and the organization's social capital, they could assess the operational performance. Further, Sorenson (2013), The Corporate Leadership Council (2004; 2008) and Harter, Schmidt and Hayes (2002) used organizational performance indicators including profitability, turnover rates, customer ratings, employee productivity and loyalty. The Gallup organization (2017) and Markos and Sridevi (2010) also measured organizational outcomes with financial indicators, e.g. profitability, but also included employee related (non-financial indicators), e.g. productivity, absenteeism and retention rates.

In summary, current research indicates that organizational performance is multifaceted and thus, there is no universal definition of the concept. Different indicators are often used to measure it, which can be financial, non-financial or operational in nature, or related to organizations' processes or customers. They may vary from one organization to another, e.g. depending on what KPIs the organization uses to measure their performance and whether it is public, private or profit driven. Throughout this paper we use the concepts of organizational performance and organizational success interchangeably, as positive organizational performance could be likened to success. Further, we discuss the concepts in holistic terms, i.e. both in terms of financial and non-financial outcomes.

The connection between employee well-being and organizational success

Cotton and Hart (2003) have argued that researching EWB would be meaningless if it was not somehow linked to organizational performance. Krekel et al. (2019) have found a strong

correlational relationship between EWB, productivity and organizational performance. Warr (1999, cited in Kahneman, Deine and Schwarz, 1999) also found a significant relationship between EWB and employee performance, where greater well-being was shown to have a positive impact resulting in lower absenteeism and increased chance of retention. Further, Gallup (2017) reported that employees who scored high on well-being, including elements of physical, financial, social, community and purpose, were more productive, healthier, adaptable to change and had less missed workdays.

Sears et al. (2013) concluded that EWB could predict future employee outcomes, including health care costs and lost productivity, which was indicated by, e.g., short term leave, job performance, presenteeism and retention. Hart and Cooper (2001) discussed the so-called organizational health perspective, arguing that EWB and organizational performance were intertwined and impacted one another. In turn, this interaction affected both the individual employee's well-being as well as the organizational performance as a whole.

Harter et al. (2002) demonstrated a positive correlation between higher levels of EWB and organizational performance. They concluded that employee satisfaction and engagement were connected to business outcomes of profit, customer satisfaction and employee turnover and that these correlations were generalizable across organizations. Pradhan, Dash and Jena (2017) found that EWB affected job satisfaction and also had an impact on employees' decisions, e.g. the one to stay with their organization. Wright (2006) found that organizations who put EWB into focus were better able to create a competitive advantage in a long term prospect.

Edmans (2011; 2012) researched the link between employee satisfaction and organizational performance in business value through measurements of long term stock returns. By using a value-weighted portfolio of the ”100 Best Companies to Work For in America" during the period 1984-2011, he found that employee satisfaction was positively correlated with shareholder returns. The results showed that these companies had 2.3 to 3.8 % higher returns in comparison to the industry average.

Oswald, Proto and Sgroi (2015) investigated the relationship between happiness and productivity in three scientific experiments and found that happy individuals had a productivity level 12% greater than the comparison groups, while individuals with lower

happiness levels were systematically less productive. Research by Othman, Mahmud, Noranee and Noordin (2018, cited in Lokman, Yamanaka, Lévy, Chen K and Koyama, 2018) supported these findings.

Limeade and Quantum Workplace (2016) showed that employees who reported higher well-being were more likely to feel more engaged towards their work, find it more enjoyable and be more loyal towards their organization, which was e.g. reflected in that they were more likely to stay in the organization as well as recommend it to others. Furthermore, the Corporate Leadership Council's findings (2004; 2008) highlighted the relationship between employee engagement and organizational performance as well as employee retention.

Brunetto, Teo, Shacklock and Farr-Warrton (2012) reported that EWB, specifically psychological well-being, was correlated to employee engagement. Markos and Sridevi (2010) found that employee engagement was a predictor of organizational performance, measured in profitability, customer satisfaction, business growth and productivity.

Various studies have found similar results pointing to the impact EWB has on engagement and in turn employee- and organizational performance. For example, MacLeod and Clarke (2014) found a strong correlation between EWB and engagement and Harter et al. (2002) found that employee satisfaction and engagement had a positive impact on business unit outcomes, e.g. profit. Christian, Garza and Slaughter (2011) found that employee engagement was related to well-being and so-called task performance, i.e. "the effectiveness with which job incumbents perform activities that contribute to the organization's technical core" (adopted by Borman and Motowidlo, 1993, cited in Schmitt and Borman 1992, p. 99).

Aon Hewitt (2015) found that engaged employees strive to go above and beyond in their work. A study conducted by the Gallup organization, reported by Sorenson (2013), also confirmed the connection between employee engagement and organizational performance. Gallup (2017) investigated the relationship between employee engagement and organizational performance (including business unit), e.g. in terms of metrics related to profitability, productivity, absenteeism and retention of employees. They found that engaged employees performed better and provided better organizational outcomes independently of industry, company size, country and contemporary financial circumstances (Gallup, 2017). The results suggested that organizations and business units who had employees that scored in

the top quartile in employee engagement could outperform the ones in the bottom by 100%.

Further, Gallup (2017) reported that highly engaged business units had 41% less absenteeism and 17% higher productivity rates. In relation to turnover rates, higher engagement levels lowered them substantially. Lastly, the results showed that highly engaged business units achieved 10% higher customer metrics and 20% higher sales. The above outcomes added up to organic growth and higher profitability as much as by 21% for engaged business units. Further, Watson Wyatt (2009, cited in MacLeod & Clarke, 2009) supported these findings; they showed that organizations where employees were highly engaged performed four times better (financially) in comparison to their counterparts. Aon Hewitt (2017) reported similar findings and found that when employee engagement increased by five points, one could see a three point increase in revenues the next year.

Johnson et al. (2018) argued that low levels of employee engagement translated into poor performance on both an individual as well as an organizational level. Furthermore, they argued that employee engagement had an impact on customer service, turnover rates, absenteeism as well as increased ROI for investors and resulted in better employee performance. In a similar vein, Yu, Park and Hyun (2021) found that organizational performance and employee performance were closely related.

Towers Perrin-ISR (2006) found that organizations with highly engaged employees increased operating income by 19.2%, while those with less engaged employees had an operating income decline of 32.7%. The organization with highly engaged employees had a net income growth increase by 13.7%, while the counterpart had a decline by 3.8%.

Reinforcing and additive effects of employee well-being

Some research has suggested that EWB is a reinforcing variable in the relationship between employee engagement and organizational performance, while other research has shown that factors such as organizational support can have an impact on EWB and engagement. For example, Robertson, Birch and Cooper (2012) found that EWB and engagement affected employee performance and that EWB significantly strengthened the relationship between engagement and performance. Furthermore, they showed that higher levels of psychological well-being led to increased individual performance, which in turn had a positive impact on organizational performance, e.g. in terms of productivity, employer- and brand attractiveness,

customer satisfaction as well as decreased employee absence rate and lower turnover rates.

Soane, Shantz, Alfes, Truss, Rees and Gatenby (2013: 445) supported these findings: ”meaningful work leads to lower levels of absence because people are engaged with their work and the association between meaningfulness and engagement is strengthened by wellbeing.” Similarly, a report by CIPD (2017) argued that employee engagement was key to performance, but that well-being was a vital factor in the relationship to ensure sustainability.

Sivapragasam and Raya (2017) found statistically significant relationships between HRM practices and EBW as well as engagement and productivity. Further, they reported that EWB played a mediating role, i.e. the higher level of EWB, the higher the employees’ engagement and productivity levels. Grant et al. (2007) also argued for this reinforcing relationship between EWB and engagement and found that EWB affected engagement levels and when both EWB and engagement levels were high, organizational performance increased.

Tensay and Singh (2020) found a positive and significant relationship between HRM practices, employee engagement and organizational performance and that employee engagement partially mediated this link. Bevan (2010) discussed the relationship between employee health, commitment and engagement as reinforcing, i.e. the healthier employees were, the more committed they would be and vice versa. Similarly, MacLeod and Clarke (2014) found that EWB and engagement were mutually reinforcing and that they were vital in individual and organizational performance. A study conducted at English Barclays Retail Bank (Personnel Today, 2012) also argued for the reinforcing relationship between EWB and engagement: employee engagement levels accounted for 16% of the variance in productivity levels among the workforce, but increased to 24% when psychological well-being also was accounted for.

Lastly, a study conducted in South Korea by Joo and Lee (2017) aimed to investigate how perceived organizational support (POS) and psychological capital (PsyCap) affected employees’ work engagement, career satisfaction and subjective well-being. They found that employees who had a higher level of POS and PsyCap felt more engaged at work, reported a higher sense of well-being and were more satisfied with their careers.

3.3. The impact of Covid-19: Some unusual findings

Current research points to the fact that the current pandemic has influenced EWB in unexpected ways, which we take this into account in this theoretical overview. Wigert, Agrawal, Barry and Maese (2021) reported findings on the relationship between EWB and engagement, one that is contrary to the positive, reciprocal and additive relationship which has been established continuously in previous research. They reported trends in their data that they had never seen before, which indicated that EWB and engagement had diverged and become disconnected due to the pandemic circumstances during 2020.

Further, Wigert et al. (2021) emphasized these findings and described how EWB has decreased during the pandemic, especially among remote workers, who have felt more stressed and worried. In the US alone, 40-60% worked remotely during 2020, which they argue is an organizational concern. In contrast to EWB, engagement levels have maintained a stronger route during 2020 and even reached peak levels throughout the summer of last year.

Wigert et al. (2021) believed that the reasons for this could be that employees have felt thankful to have a job, enjoyed the benefits of working at homes, e.g. having more flexibility and autonomy, been inspired by their coworkers to keep everything afloat as well as been inspired and engaged by strong leadership. Lastly, they described that employee engagement levels had been volatile throughout 2020, with peaks and drops, which they believed reflect the challenging, changing times employees have been navigating through since Covid-19 hit.

A study by Trougakus, Chawla and McCarthy (2020) researched the pandemic's impact on health anxiety at work, family, and health outcomes. They found that there is still little understanding of how so-called Covid-19 health anxiety (CovH anxiety: feelings or fear about having or contracting Covid-19) impacts work, home, and health outcomes, but that the lack of psychological need fulfillment hindered employees' ability to work effectively, engage with their family, and experience heightened well-being. Overall, they found that the pandemic circumstances had resulted in an increased emotional suppression and lack of psychological need fulfillment.

Further, Yang and Ma (2020) researched how the epidemic outbreak has impacted happiness and emotional well-being and found that the pandemic has led to a 74% drop in overall

emotional well-being. Factors like the likelihood of contracting Covid-19, extent of potential harm and relationship issues reinforced the detrimental effects of the pandemic on emotional well-being. On the other hand, those who perceived themselves to know more about Covid-19 and the infection, were able to experience more happiness. Tuzovic and Kabadayi (2020) researched the influence of social distancing on EWB. Even though social distancing aims to slow the transmission of the virus and help with public health, it has had devastating implications for service employees and their well-being.

As organizations need to adapt to unforeseen events, Carnevale and Hatak (2020) looked at EWB and employees' ability to adjust during the pandemic and the implications it has had on HRM. They suggested that, even if the long-term implications of Covid-19 are currently unknown, one cannot think that its impact on organizational life will be short-lived. The authors suggested that one way to support employees in times of an increasingly blurred work-life balance is informational support, e.g. help employees stay informed of recent developments regarding health and safety and give self-development opportunities, which could enhance employees' adaptability to changing roles and requirements.

3.4. Conclusion of the literature review

The theoretical overview has provided clear facts regarding the variables under investigation in this study. In terms of the strategic management of HR and more specifically the attempts to work with EWB, it is evident that there are some players at the forefront of change, while others are behind. The first is reflected in the fact that some organizations and consultancy firms have already begun to deal with EWB in a more strategic manner, where specific roles have been implemented in some cases, but many of these initiatives are still in their infancy and the effects of them are yet to be evaluated. The latter is reflected in the lack of readiness to address these issues as well as the lack of knowledge to calculate the ROI on such initiatives, as this gap remains dominating in the debate.

Many studies have found positive, and significant, relationships between EWB and organizational performance as well as between employee engagement and organizational performance, e.g. indicated by increased profit, productivity and retention rates as well as lower levels of absenteeism. Further, many studies have found that EWB and engagement are reinforcing variables that strengthen the connection between both employee- and

organizational performance.

Thus, current literature has found that EWB might not have a straight one-to-one relationship with organizational performance, but has suggested that it is a precondition for increasing employee engagement, performance, productivity and commitment (just to name a few), which in turn positively affect organizational performance.

Due to the current pandemic, some unusual findings have questioned the currently established relationship between EWB and engagement. Under the extreme circumstances that employees have navigated through in the last year, there are some indications that the variables have diverged, e.g. while EWB has decreased, engagement has maintained a more stable route. While these findings do not suggest that the established positive, reciprocal and additive relationship between EWB and engagement has suddenly become negative, they emphasize the strong impact the pandemic has had. Undoubtedly, it has put a spin on normal circumstances in the world and created a temporary paradox that includes EWB losses.

However, these facts also strongly emphasize that management needs to pay attention to such unusual data findings, both when working remotely with EWB as the pandemic continues as well as after it has come to an end, to learn how to capitalize on the advantages, while reducing the pitfalls of decreased EWB such as stress, anxiety and worry.

3.5. The analytic model

With the basis in our literature review, we have formed an analytic model (see Figure 3), in which we aim to create a bridge from our problematization and the theoretical overview to our contribution to this research field. The analytic model has three fields marked in red, which highlight the key variable (strategy) that has been added in this specific research, as previous studies have only investigated the connection between EWB and organizational success. Through adding the strategy variable, we aim to fulfill our purpose of the study and fill the current research gap.

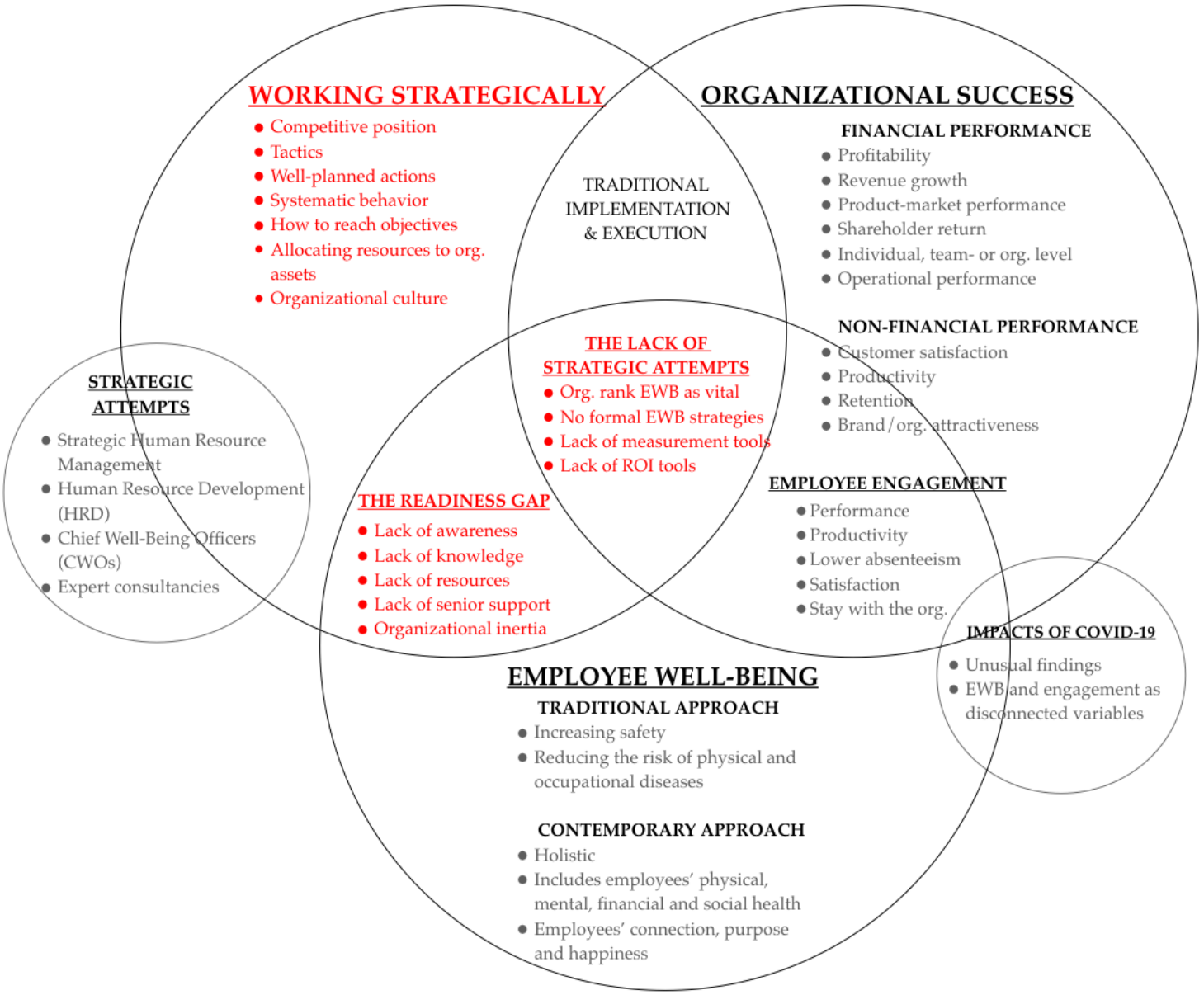

Figure 3 - The Analytic Model.

4. SECONDARY DATA

In the following chapter, we give a descriptive overview of SAP, including background information about the company and secondary data from previous research carried out on SAP in relation to the topic under investigation in this study. The full chapter is devoted to SAP, as we find it necessary to present a clear overview of secondary data, which we will complement with our primary findings in chapter five.

4.1. Background information of SAP

SAP is a multinational software company founded in 1972, focused on enterprise application software, resource planning, supply chain management, data integration, data quality and master data management (Purcell, 2019; SAP Integrated Report, 2020). SAP is headquartered in Walldorf, Germany, has offices in 180 countries and a current international customer base of 400.000 people (Purcell, 2019). SAP offers software products within fields including commerce, finance, asset management, HR, manufacturing, marketing, engineering, supply chain and sustainability (SAP SE MarketLine, 2021). Further, they offer analytics, applications, mobile, database, cloud and technology operations; 77% of the world's transaction revenue goes through the SAP system (The Mindfulness Initiative, 2021).

SAP's main purpose is "to improve people's lives and help the world as a whole run better", which is based on their understanding that the interaction between digitization and technology can solve environmental, economic and social problems (SAP Integrated Report, 2020). The company's overall strategy is to fulfill their purpose and respond to changing market conditions by emphasizing key principles that drive innovation, integration, agility, and speed (SAP Integrated Report, 2020). SAP's main financial objectives are growth and profitability, and non-financial objectives include employee engagement and customer loyalty (SAP Integrated Report, 2020).

SAP has received various external workplace awards. During 2020 alone they received 125 different awards and certifications, including thirty awards for best workplaces, twenty-two for equality, ten for work-life balance, and nine recognitions for so-called Early Talent (Heimpel, 2021a). In addition, SAP was recognized as the most valuable company based on market capitalization in the German stock index Deutscher Aktienindex (DAX), as well

ranked the most sustainable software company in the Dow Jones Sustainability Indexes (SAP Integrated Report, 2020).

In the first quarter of 2021, SAP received a total of fifty one employer awards across twenty five countries: six for equality, four for Early Talent, seven for Best Workplace and thirty two for Best Employer (Heimpel, 2021b). Glassdoor, the worldwide leader on insights on companies, included SAP as one of three employers recognized in four out of five markets (Heimpel, 2021b). In the category of Best Places to Work, SAP reached third position in France, seventh in Germany, eighth in Canada and ninth in the UK (Heimpel, 2021c).

4.2. SAP's strategic focus on employee well-being

SAP, with a global workforce of more than 100.000 employees, is known for its strong focus on EWB (Purcell, 2019). SAP's senior management considers EWB as a strategic priority that is planned, measured and improved (Cudal, 2019; Purcell, 2019). In this sense, SAP sees employees' health, well-being and quality of life as integrated into their core business strategy and as key to their success. SAP's EWB strategy takes a holistic approach and their EWB oriented offerings evolve around four focal areas including employees' mental, emotional, physical and social well-being (SAP SE, 2021a).

The main purpose of setting EWB as a core business strategy at SAP is to build a stronger and more profitable company (Purcell, 2019), which has been highlighted by Natalie Lotzmann, SAP's Global Head of Health & Well-Being Management. She has said that SAP does not just focus on EWB to make employees happier and healthier, but puts EWB at the center of management because it helps the company to become more successful (Purcell, 2019): "We don't pretend that employee well-being is solely about making employees healthier and happier, but it helps SAP become a more successful company. We ensure this by linking our culture and investments in employee well-being to SAP's business success and profit."

SAP's EWB strategy, including the initiatives it encompasses, is managed on both a global and local level. While global campaigns and initiatives lay an important foundation of SAP's EWB strategy, local initiatives are of equal importance and local teams are able to create and tailor initiatives to their own needs. For example, Tobias Haug, Head of SAP's Humanizing

Business initiative, has highlighted the importance of having separate local initiatives and said that when initiatives are big and centralized, the organization moves towards mediocrity, and every team in each location should have the right to adapt their initiatives and not wait for "global magic" to emerge (MacGregor, 2019).

4.2.1. Global initiatives

On a global level, SAP has introduced EWB, health and happiness programs that include initiatives that fall within **1)** global health risk management (responsible for handling crisis management and business continuity), **2)** intelligent health management (responsible for promoting a healthy culture and compliance within a leadership framework), **3)** a network of global Health Ambassadors (responsible for engaging dynamically with all locations, sharing local practices and working toward a consistent standard in all SAP locations) and **4)** mindfulness programs (SAP SE, 2021a).

The Global Employee Assistance Program

SAP's Employee Assistance Program (EAP), carried out by an external partner, is a confidential counselling service for employees and their family members to call an anonymous support line 24/7 if they need help, e.g. regarding personal life issues that are affecting their health, well-being, family or how they are able to perform at work (SAP SE, 2021b). During 2020, there was a 28% increase in calls, which reflected that there had been an increase in mental health problems after the outbreak of Covid-19 (Prause, 2021).

The Health Ambassadors Network

As a way to ensure that the global EWB strategy is aligned also on a local level, SAP has a global network of Health Ambassadors, which aims to provide a comprehensive local health and wellness portfolio to meet the needs of the people who work in the organization and to support leaders (Lotzmann, 2020). The global network of Ambassadors was created to connect different locations to a central network, and to develop a global network to boost coordination and communication of health activities. At SAP, they have at least one Ambassador per country, who takes a voluntary role to promote EWB locally, spread the information about global initiatives and act as the main link between the global team and the local branch on EWB topics.

Global well-being activities and campaigns

In addition, SAP focuses on various different EWB related activities (Purcell, 2019) including running various global EWB campaigns, such as a Mental Health Day on April 27th, when all employees have a day off. The campaign was launched because a recent study at SAP revealed that one-third of employees' stress levels were higher than their satisfaction levels, as 61% of the respondents confirmed working slightly above capacity (Prause, 2021). In addition, SAP has programs to support parents with daycare programs and onsite childcare facilities, the company organizes child conferences and parent coaching classes, provides on-site medical and psychological services to employees, raises awareness and reduces stigmatization about mental health issues and encourages employees to get early help.

Are You Ok?

Even though promoting mental health and psychological safety has been on SAP's agenda over the past years, they launched a new global initiative called "Are You OK?" in October 2020. The initiative promotes a culture of inclusion and eliminates stigma around mental health disorders in the workplace (Lotzmann & Paul, 2020). As employees said their current stress levels were higher than their current satisfaction, affected by the pandemic, SAP took measures to improve this stress-satisfaction imbalance. They created the "Are You OK?" initiative, which supports both good mental health and mental health problems, but also invites employees and leaders to engage in a sustainable way. The initiative is targeted towards SAP leaders and employees to be able to recognize warning signs about mental health and to support its prevention, early detection, and returning to work after the pandemic.

SAP Global Mindfulness Practice

At the initiative of Peter Bostelmann, Director of Global Awareness Practice at SAP, neuroscience-based awareness training courses reached SAP in 2013 and training courses have now become part of a global program (Machmeier, 2018). SAP's Global Mindfulness Practice program promotes mindfulness to improve employee leadership skills, productivity, and well-being. For example, SAP has created a two-day seminar called Search Inside Yourself, which is a mindfulness and emotional intelligence workshop (Magyar, 2017). The workshop offers participants meditation sessions and exercises that teach them about self-perception, regulation of emotions, resilience, and empathy (Machmeier, 2018).

SAP Talk

In 2016, SAP decided to stop performing their annual performance review and replace it with a new technique of measuring performance, so-called SAP Talk, which is a constant conversation between employees and managers about development, tasks, projects, goals and working conditions (Saha, 2016; Schmeichel & Kern, 2019). This was based on the fact that previous year-end feedback had been administratively costly and demotivating for employees, as well as it had been provided in arrears (M D, 2017). The new initiative was set up so that the employees' voices could be heard regularly and so that they could share their experiences on an ongoing basis (M D, 2017). According to Bhuvaneswar Naik, Head of Global Talent Experience, the traditional review was replaced by SAP Talk to bring to life "Real Conversations in Real Time" as the aim was to spend more energy on employee coaching and feedback to support SAP's strategy of continuously building a high-performance organization (Saha, 2016).

4.2.2. Local initiatives

On a local level, there is a variance of EWB initiatives between different locations, which are dependent on the specific local needs. Below follows a few examples.

Switzerland

Enrico Palumbo, HR Director and Member of the Management Board at SAP Switzerland between 2016-2019, argued that the main EWB focus of the Swiss branch is to support individuals to be the best version of themselves (Top Employer Institute, 2020). In a world with a lot of ambiguity and uncertainty, he argued that there can be a number of various stressors for employees. As this can reduce creativity and reduce employees' quality of work, they risk missing out on opportunities for collaboration and as a result become less customer orientated (Top Employer Institute, 2020). Palumbo stated that he firmly believes that it is important to offer employees what they really need and not just copy other organizations.

Further, Palumbo has introduced findings from SAP Switzerland and said that employees tend to come across certain routines and start questioning their future at work after two years in the organization, e.g. asking themselves what should happen next (Top Employers Institute, 2020). Thus, within this time frame, SAP Switzerland provides the employees support and workshops and employees are provided with opportunities to talk with their coach about their development at work. To get employees on board with implemented

initiatives, SAP does not want to overload employees with information and therefore it is crucial to define the focus, send key messages and repeat those to ensure their reach.

Europe, Middle East and Africa (EMEA)

Humanizing Business is an EWB initiative that has been introduced at SAP's digital hubs in Barcelona, Cairo and Dublin, in the EMEA region. According to Haug, Head of Humanizing Business (previously Head of Design & Co-Innovation Center, EMEA), the efficiency driven world that we live in, is reaching its natural law of diminishing returns, and thus, there is a need to focus on human systems that rely on humans, not just on efficiency to deal with the level of complexity and constant change that the world is facing (Intersection Conference, 2018). Further, as companies are becoming more conscious of the role that culture plays as a success factor, it is crucial to create a healthy and autonomous work culture, so people can thrive and be innovative (Samanek, 2019a).

Thus, Humanizing Business looks at human aspects, combines them with daily business and aims to move towards a more human-centric organization (Samanek, 2019c; Samanek, 2019d). There are four focus areas at SAP's so-called Humanize teams, which include **1)** employee experience (improving the employee journey at SAP, starting from the first encounter to the experience after leaving SAP; constant checks to monitor the employee experience), **2)** well-being (being proactive and including mindfulness training and platforms to tackle problems early and help people to stay healthy mentally and physically), **3)** leadership (giving people time to invest in learning) and **4)** talent and growth (promoting successful employees to managerial positions and helping new managers to become more successful through coaching, mentoring, leading through change and addressing the culture).

Initially, SAP had realized that there were problems within some sales teams, especially in the Barcelona hub, where they focused mainly on reaching the numbers, but did not have time to focus on humans (Samanek, 2019b). For example, there were various tools available for the employees to meet sales targets, but not enough to offer physical and mental support (Samanek, 2019b). Thus, SAP, at the head of Haug, wanted to introduce more qualitative goals to change the thinking within the hubs from being focused on "what they deliver" to "how they work" (Samanek, 2019b).

The initiative was introduced in 2018, when Haug started piloting the role of Chief Happiness Officer at SAP to counteract the problems, with his main mission to "create a culture of sustainable success by growing human aspects within the organization" (Samanek, 2019a). As it turned out, shortly after the initiative had been introduced, the title Chief Happiness Officer created misconceptions about the role as only being about joy and fun. Therefore, the role was renamed and rebranded, with the new focus set to "Humanizing Business" (Samanek, 2019a) and Haug's position was renamed to Head of Humanizing Business.

Self-running teams

At SAP locally they have also introduced the concept of self-running teams to give employees the opportunity to feel a sense of freedom and power (MacGregor, 2019). Instead of power being in the hands of the manager, it is in the hands of the team and managers are there to create the space for support and feedback. The initiative allows for the common practice that employees propose ideas for upcoming projects and those who feel they have the skills, interest, and time will join the projects they wish. As a result, the clients get the best team possible and do not just work with employees who have time in that particular moment, but a team that is interested and engaged and has made a conscious choice to partake in the specific project.

Employee Journey Mapping

SAP is using a tool called Employee Journey Mapping in Barcelona, Cairo and Dublin, which maps the emotional state of employees to see if there are times that lead to positive experience and find out about negative experiences, e.g. where these experiences come from and how to change them for better (MacGregor, 2019). Stress and discomfort with having different pressures over the course of a year in a sales organization affect this experience negatively, while positive aspects are learning-and growth opportunities.

The results between employees vary between different locations. For example, cultural experiences, specific roles, time employed at SAP, and professional experiences tend to shape the employees' overall experience. In Dublin, employees are more experienced and have developed a certain serenity, while in Barcelona there are a lot of young employees who are just starting off their careers and have more ups and downs (MacGregor, 2019).

The results of the Employee Journey Mapping are reported back to the employees and there is a transparent dialogue regarding their experience (MacGregor, 2019). Based on the qualitative research that the Employee Journey Mapping provides, Haug and his colleagues connect the results with real numbers. Through looking at the organization and the financial outcomes produced (in commercial sales) they are able to map the data from the tool with phases of productivity. For example, in a recruitment phase, they could see how an open position resulted in a specific amount of lost revenues. Thus, they were able to see that a small improvement would lead to a specific amount of increase in sales. According to Haug, anything that SAP can do to keep people longer in the organization, but still maintain their growth, learning, and decision to stay, has a direct bottomline impact (MacGregor, 2019).

Psychology of Space

Psychology of Space is a concept that has been introduced through SAP AppHaus in Heidelberg, which follows a design thinking methodology, human-centered approach to innovation (Stanford Changelabs, 2021), to provide a deeper understanding of customer-centric challenges than traditional surveys or case studies through deeper involvement of observation. The Design Thinking is a creative cooperation space and helps to identify and evaluate many challenges and ideate solutions (Leverx, 2021). For example, in the SAP AppHaus, the team redesigned the whole office from scratch and based the office style on different working styles they wished to encourage the teams to apply (Samanek, 2019e).

For example, they induced different “personalities" into meeting rooms, which they achieved by using a storytelling approach (MacGregor, 2019b). For example, one of the rooms was Sherlock Holmes’ living room. Since the character of Sherlock Holmes is a detective, the office space was set to inspire teams to look at the innovation through facts, and understand the needs of the clients as detectives. According to Markwig, having different areas in an office is important, as it facilitates diverse ways of working. The design of an office sends a definite signal and clear message about the nature of the company and the team. By physical design it is possible to support interaction and allow people to feel ownership of their space.

4.3. Measuring employee well-being at SAP

SAP Success Factors

EWB initiatives and their results are measured through SAP SuccessFactors's tools, e.g. Qualtrics, which is a Customer Experience Management (CXM) platform focusing on collecting, organizing, and understanding data related to customers and employees (von Polier, 2020; Top Employer Institute, 2020). Besides traditional annual surveys, employees can digitally express themselves and their work-related self, conduct self-checks on health-related topics and choose their specific interests in terms of EWB and health. SAP gets the employee data from the program and can therefore measure aspects affecting EWB and track the preferences and needs of the employees. From the data, they can see what has been the impact of specific activities over time. Further, from the inserted preferences of the employees, the managers can see what the interests of the employees are and take the next steps accordingly.

Surveys

SAP first introduced its annual employee survey in 1999 (von Polier, 2020) and since then, SAP has introduced regular anonymous surveys to get feedback from the employees, as they believe technological tools are essential in providing employees a chance for communicating their work experiences (Pradhan, 2019). SAP's strategy is to first listen to employees through surveys and check-ins, in order to figure out where employees are at with their physical health, mental health and work, and then implement initiatives that are needed and offer benefits for those who are struggling (Krauss, 2021). The feedback loop is set to meet the needs of employees, and analytics are in place to prioritize the investment decisions (Pradhan, 2019).

4.3.1. Non-financial indexes of financial performance

SAP has developed indexes to measure different non-financial KPIs (EWB, cultural health, employee engagement, retention and leadership trust) against financial KPIs (revenues and operating profit). These have been developed to help SAP improve the HR experience and enable HRM to measure the efficiency and effectiveness of its services, as SAP believes this is vital to business success (Smitherman, 2020). All indexes are designed to measure and improve organizational success and are also measured against SAP's financial performance, in revenue and operating profit, with the exception of the Leadership Trust Index.

The Business Health Culture Index

SAP created the Business Health Culture Index (BHCI) in 2009 (Schmitz, 2015), which assesses to what extent the workplace culture is supporting EWB, work-life balance as well as the overall organizational health (SAP integrated report, 2014). SAP uses the BHCI to measure the impact of the company's health culture against operating profit (Schmitz, 2015).

SAP compiles the BHCI based on the results of its annual employee surveys, in which employees rate their personal well-being and the working conditions at SAP, including its leadership culture and their loyalty to the company, in four leadership and three life-balance sections (Schmitz, 2015). Examples of statements include a range from "I am proud to work for SAP", "The high demands of my job do not interfere with my private life" and "Compared to others of my age, I am in good health" (Purcell, 2019). Thus, the BHCI is based on items that considers well-being holistically, for example that the leadership and the overall organizational setup are healthy (Top Employers Institute, 2020).

2014 marked the starting year for when SAP began to quantify the connection between the BHCI and operating profit, i.e. found a way to calculate the return on non-financial KPIs to financial outcomes. This became possible using internal models, e.g. statistical methods such as linear regression analysis (SAP integrated report, 2014; Schmitz, 2015). SAP found that for every percentage point change in the BHCI, the operating profit increased between €65 million and €75 million during 2014 (See Figure 4 for an outline of the BHCI 2014-2020).

In 2014, the BHCI was 72%, a four percent increase from 2013 and in 2015 the BHCI was 75% (SAP integrated report, 2015). During 2015 the increase in operating profit for each percentage point change in the BHCI was €75 million to €85 million. During 2015, SAP was, for the first time, able to calculate and document the complete ROI on initiatives in non-financial KPIs: "our results offer hard data showing how an integrated strategy not only mitigates our environmental impact but enhances the wellbeing of our employees, but also boosts our business success" (SAP integrated report, 2015:37).

In 2016, the BHCI increased by another three points to 78% (SAP integrated report, 2016) and the response rate had also increased to 76%, meaning it was four percent higher than the previous year. The documentation of how the operating profit increased for each percentage

point increase in the BHCI was now shown to be €80 million to €90 million. In the 2016 report, SAP further provided specific data from a case study, in which they had calculated the ROI for an initiative called ”Join in Stay Fit” that was introduced to improve the employees’ work-life balance. Through mapping direct and indirect costs related to this initiative, both before and after its implementation, they were able to calculate the complete ROI of the program. They could see that for each €1 invested that year in the program, the operating profit increased by €3.90, which means that the ROI was 3.9 for the year of investment.

In 2017, the BHCI remained at high levels and increased to 79%, one percent higher than the previous year (SAP integrated report, 2017). In 2018, the BHCI decreased to 78%, but was still within the target corridor that had been set between 78-80% (SAP integrated report, 2018). Further, SAP reported that they had set a goal to maintain the levels within this corridor during 2019 through to 2021. In 2019, they reached this target and hit a BHCI of 80%. During last year, in 2020, the BHCI remained at the same level as the year before (80%) and was thus at the upper range of the target corridor (SAP integrated report, 2020).

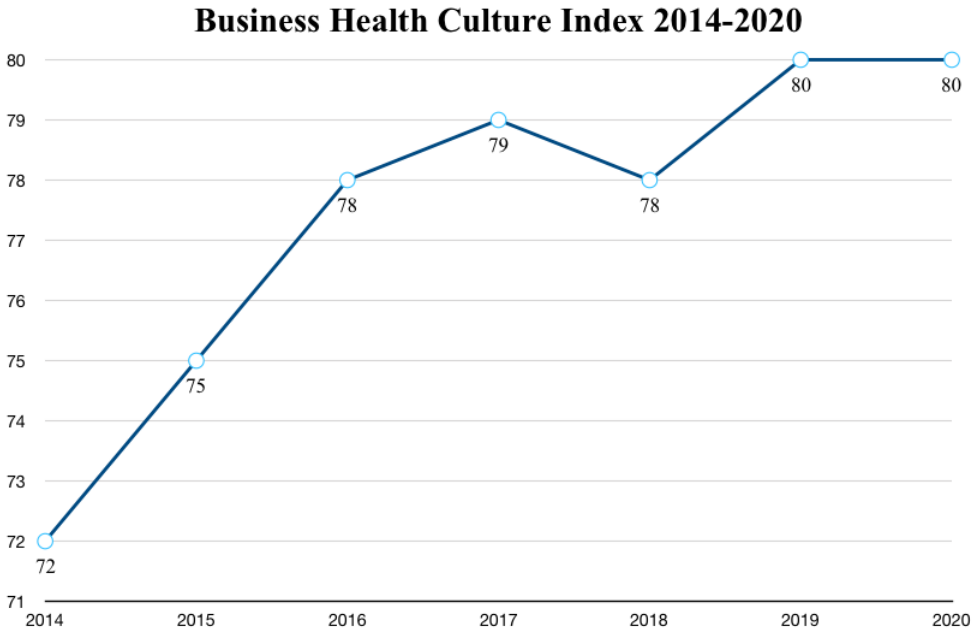

Figure 4 - BHCI 2014-2020.

Note: SAP started to measure the practical monetary impact of the non-financial indexes in 2014, including the BHCI. Thus, the starting year of the graphs is 2014. The reason for why 2021 is not included is because SAP has not yet released their integrated reports for this year.

The Employee Engagement Index

As SAP's growth strategy depends on engaged employees, they use the Employee Engagement Index (EEI) to measure the motivation and loyalty of their employees, how proud they are of working at SAP and how strongly they identify with the company (SAP Integrated Report, 2019). To measure employee engagement, SAP performs an annual People Survey running on Qualtrics (von Polier, 2020).

In 2019, SAP launched a survey under the hashtag #unfiltered and the focus of the survey is to provide a tool to listen, understand, and act upon the feedback of employees and make use of the available technology (SAP Integrated Report, 2019). According to Peter Bostelmann, Chief Mindfulness Official at SAP, SAP's operating profit increases by €50 million to €60 million for every percentage point increase in the EEI (The Mindfulness Initiative, 2021).

In 2014, SAP reported a steady increase from the previous year and the EEI reached 79% (see Figure 5 for an outline of the EEI 2014-2020) and SAP reported their aim to increase this number to 82% in the following year, which they managed to achieve (SAP integrated report, 2014; 2015). In 2016, the EEI increased by another three percent to 85%, which was also maintained in 2017 (SAP integrated report, 2017).

In 2018, the EEI dropped to 84%. SAP reported they aimed to keep it within the target corridor of 84-86% from 2019 to 2021; however, they did not reach this target in 2019 when the EEI decreased to 83% (SAP integrated report, 2019). However, in 2020, the EEI rocketed and reached an all time high at 86%. Thus, SAP met their goal as this was an increase of 3% compared to the year before (SAP Integrated Report, 2020). For 2020 through to 2023, SAP aims to maintain employee engagement at high levels and keep the EEI within the 84-86% corridor (SAP Integrated Report, 2019).

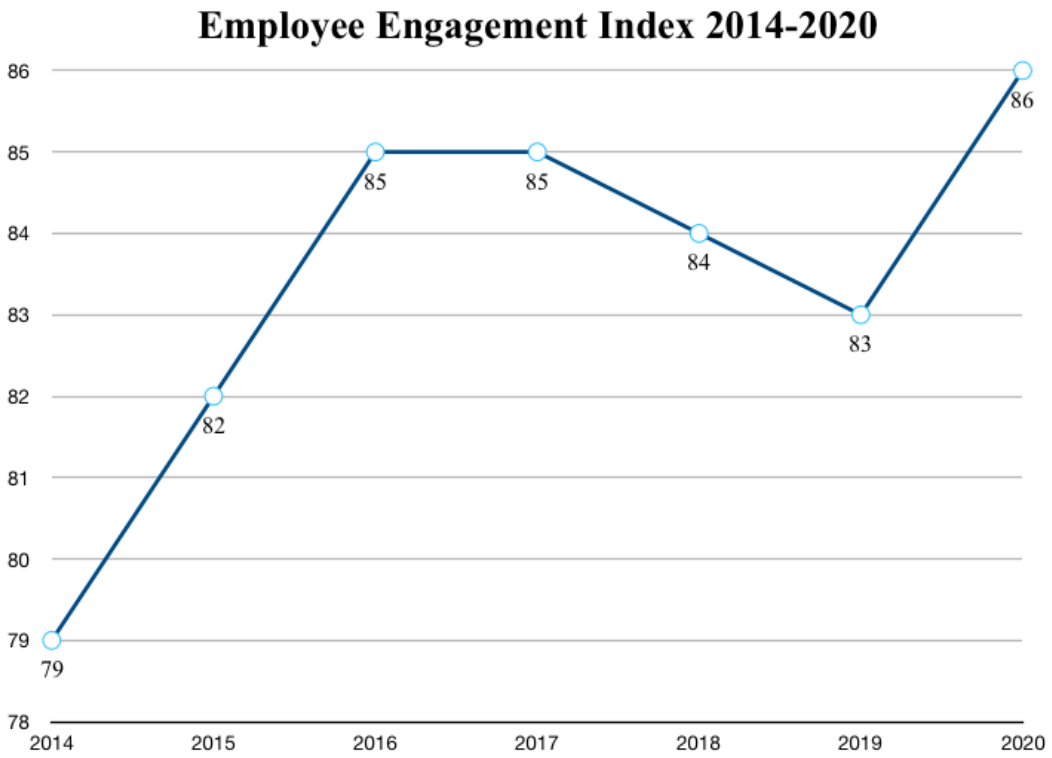

Figure 5 - EEI 2014-2020.

Retention Rates

According to Bouchez (2018), staff turnover is a costly problem, especially for small and medium-sized enterprises, as the time it takes to fill each position, find the right person, and train the employee reduces the company's impact on the most important things, including revenue growth and brand expansion. In order to reduce staff turnover, SAP measures the retention rate to be sure that the results are in line with their business objectives and that the retention rate is high. SAP defines retention as the ratio of the average number of employees minus employees who voluntarily departed (excluding restructuring-related terminations) to the average number of employees (SAP Integrated Report, 2020).

In 2014, after carrying out connectivity analysis, SAP reported that employee engagement positively impacted the employee retention rate, which was 93.5 in 2014 (see Figure 6 for an outline of the retention rates between 2014-2020), i.e. there was a statistically significant positive correlation between employee retention and employee engagement (SAP integrated report, 2014). Further, with their statistical model they found that a one percentage point change in the retention rate had an impact on the operating profit by €40 million to €50 million. SAP argued that they do not aim to reach a 100% retention rate, as they believe some turnovers are good, e.g. for innovative opportunities, but prioritize it to stay high.

In 2015, the retention rate decreased to 91.8 to then increase to 93.7 in 2016 (SAP integrated report 2015; 2016). In 2017 it increased additionally to 94.6% and their results showed that the impact on operating profit for each percentage point change was €55 million to €65 million (SAP integrated report, 2017). In 2018, the retention rate remained high, but decreased to 93.9% (SAP integrated report, 2018). During 2019 the retention rate decreased to 93.3%, but reached an all time high at 95.3% in 2020 (SAP integrated report 2019; 2020).

Although operating profit per employee is affected by a number of internal and external factors, SAP can assume that the initiatives taken over the last year to improve EWB have paid off, as operating profit per employee has reached its highest level in five years, €60.000 in 2020, despite an intermediate decline in 2019 of €45.000 (SAP Integrated Report, 2020). The last time the results were almost as good was in 2016, when the profit was €64.000 per employee (SAP Integrated Report, 2020).

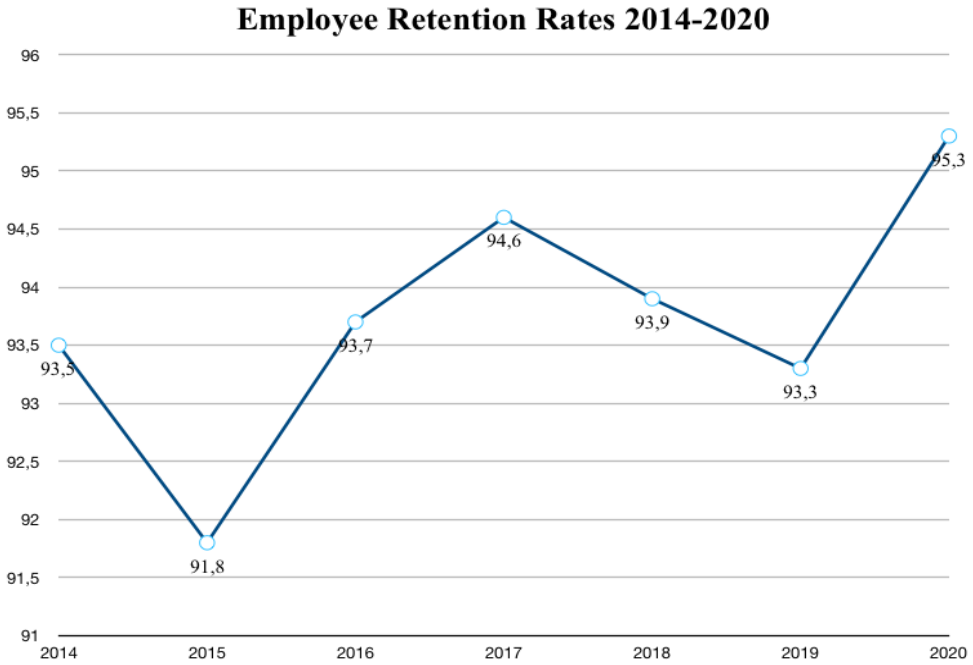

Figure 6 - Retention rates 2014-2020.

The Leadership Trust Index

The Leadership Trust Index (LTI) was introduced in 2013 and has been measured since 2014. It measures employees' satisfaction with managers and trust in the leaders. SAP uses the score to enhance accountability and measure collective effort to foster a work environment based on trust (Haag, 2019; SAP Integrated Report, 2019). LTI is based on the Net Promoter

Score (NPS) methodology that results from a question in SAP's annual global employee survey (People Survey) that touches upon employees' trust in the leaders.

The LTI measures effort to foster a work environment based on trust and is used to enhance accountability for leaders and executive management, which is measured through asking a specific question: "How likely are you to recommend your direct manager as a manager who you trust"?, and is considered the Net Promoter Score (NPS) for a leader (Haag, 2019). Management behavior, especially the ability to motivate, trust and foster cohesion is a key for a healthy, happy and productive team and every euro invested in individual counseling returns at least €10 to the company (Lotzmann, 2015, in Schmitz, 2015).

When the LTI was first measured in 2014, it had a score of 47, which increased to 52 in 2015 (SAP Integrated Report, 2018). In 2016 the score increased to 57 and to 61 in 2017 (SAP Integrated Report, 2020). In 2018 the score was 60, which decreased to 59 in 2019, but then reached its highest score of 62 in 2020 (see Figure 7 for an outline of the LTI 2014-2020).

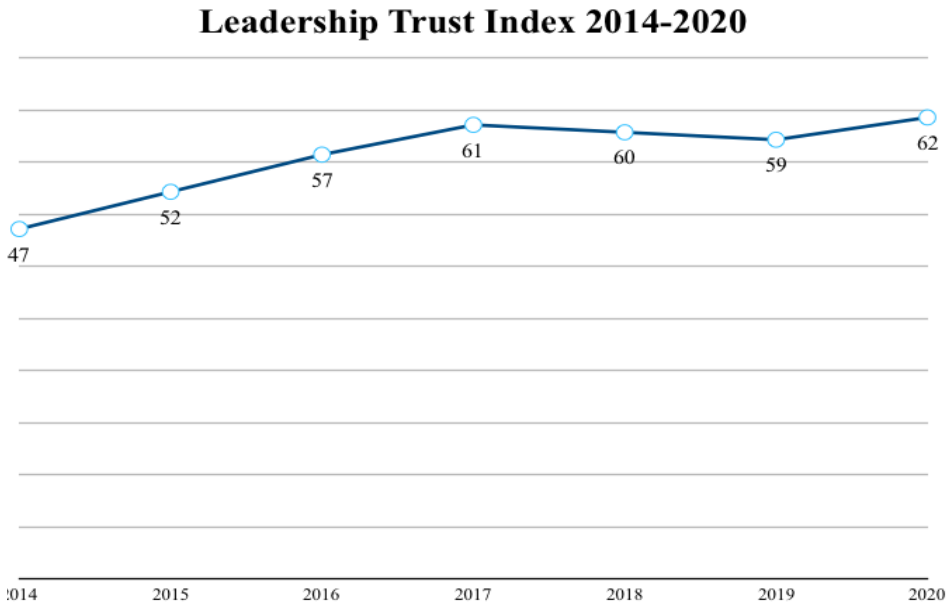

Figure 7 - LTI 2014-2020.

Correlations of the indexes

Through using statistical tools, SAP has not only been able to develop the aforementioned indexes, but also been able to prove various positive, and significant, correlations between them. For example, the BCHI and employee engagement are positively and significantly

correlated: the BHCI positively influences the LTI, which in turn positively influences the EEI (SAP integrated report, 2016). Further, SAP has found a positive and significant correlation between employee engagement and revenue growth as well as between the BHCI and revenue. In addition, the BHCI has been proven to have a positive, statistically significant, correlation with customer loyalty. Further, as mentioned when discussing the retention rates, SAP has found a statistically significant and positive correlation between employee retention and employee engagement (SAP integrated report, 2014; 2016).

Operating profit

As aforementioned, the BHCI, the EEI and retention rates are annually measured against SAP's operating profit. Below we show an outline of the operating profit between the years 2014-2020, i.e. the same years as the non-financial indexes have been measured against SAP's financial outcome. In 2020, SAP generated about €6.600 million in operating profit, which is the highest generated profit at SAP since 2001. 2020's operating profit was more than €900 million higher in comparison to their previous peak in 2018 (Liu, 2021).

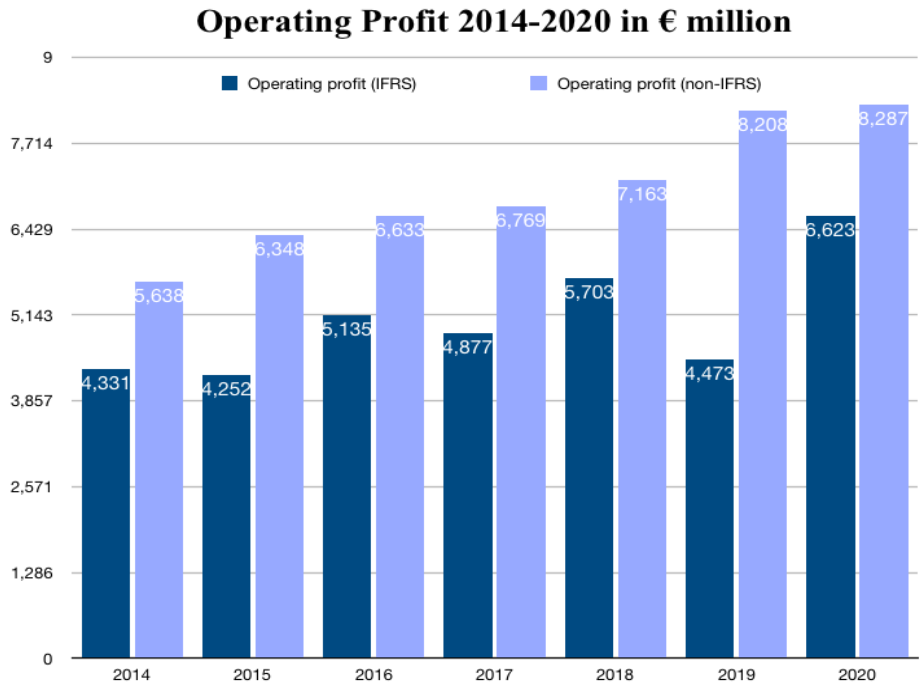

Figure 8 - Operating profit 2014-2020.

Note: IFRS - International Financial Reporting Standards - is an international accounting framework to organize financial information (IFRS, 2021). SAP includes both in their integrated reports and hence both are included here, based on these reports' numbers.

5. PRIMARY DATA

In the following chapter, we present our findings based on the data collected through six qualitative interviews with representatives from SAP. The global level was represented by Gomell from the Global Health and Well-Being team, the local level was represented by four employees at SAP's two Barcelona offices in Spain: Markwig, Steenbrugge, Carreras and Kasparian. Lastly, Krauss acted as an SME in our study. Throughout this chapter, the interviewees are referred to with their surnames and we present the data in raw form, based solely on interviewees' responses. This means that our evaluation and interpretation of the results will not be explained in this chapter, but in chapter six.

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Melanie Gomell: Digital Health Analytics Lead on SAP's Global Health and Well-Being team, systemic coach and University lecturer for Innovation. Based in Walldorf, Germany.
Daniel Markwig: Employee Experience Lead, SAP EMEA (Europe, Middle East, Africa). Based in SAP's digital hub in Barcelona.
Iciar Carreras: Project Manager Controller EMEA at Global Real Estate & Facility (GRF), Head of Facility and Health Ambassador. Based at the Market Unit in Barcelona, Spain.
Stefanie Steenbrugge: Partner Recruiter in the NBL North team and Health Ambassador. Based in SAP's digital hub in Barcelona, Spain.
Nora Kasparian: Sales Coach at SAP EMEA North and member of SAP's Work Council. Based in Barcelona, Spain.

In our analysis we grouped the data collected from the sample and looked for common themes with close reference to our research questions. The results will be presented with a structure that follows the logic of **1**) a main title representing the overarching category of findings connected to each research question and **2**) a presentation of the themes found under each overarching category. The research questions that have been answered with our findings are clearly indicated in brackets after each main title. Further, after each main title we present a matrix, which gives a summarized overview of how the themes arose during analysis.

The first main category, *Key elements of an employee well-being strategy*, is an exception to the structure. Since many themes were found in analysis, we decided to split this category

into four sub-categories of *systematic approach, systematic integration, organizational culture* and *systematic measurements*. We present a matrix after each sub-category and the research question each sub-category answers is also indicated in brackets after the title. In turn, we present the specific themes of these sub-categories, e.g. s*tructure, agility* and *multi-level communication*. Since we found that the answers to RQ 2 and RQ 4 overlapped to some extent (RQ 4 was answered within RQ 2) they are presented together.

5.1. The key elements of employee well-being strategy (RQ 2 and RQ 4)

In this section, we will present the four sub-categories found under the overarching category of key elements involved in the EWB strategy at SAP. Under each sub-category, we present the themes that appeared during analysis.

5.1.1. A systematic approach to employee well-being (RQ 2)

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 2 - What are the key elements of an employee well-being strategy?	Top-Down; Bottom-Up; Formal; Alignment; Well-Rounded Structure; Global and Local Visibility; Comprehensive; Inclusive; Employees; Management; Transformational Leadership; C-level; Global Infrastructure; Local Grassroots	**T1 -** A formal structure
RQ 2	Physical Well-Being; Psychological Well-Being; Social Well-Being; Financial Well-Being; Digital Well-Being; Personal; Sustainability; Work-Life Balance; Multidimensionality; Employee Health; Leadership Health; Organization Health	**T2 -** A holistic perspective
RQ 2	Research Based Initiatives; Prepared Actions; Pilots; Distribution; Mutual Shaping of Initiatives; Customization; Employee Needs; Long-Term Planning; Resources; Budget	**T3 -** A well-planned implementation process
RQ 2	Flexibility; Relevance; Fit; Network Approach	**T4 -** Strategic agility

Figure 9 - Results Matrix Sub-category 1 (RQ 2).

Theme 1: **A formal structure**

A dominant theme in the EWB strategy at SAP was a formal structure. This means that the strategy involved, and was incorporated into, different levels of the organization. We found that a well-rounded structure was vital, in which the EWB strategy was visible globally and locally, as well as all the way from the C-level to employee level. Further, the structure involved not only a top-down approach, but also a bottom-up one.

This well-rounded structure was evident in the fact that SAP has a representative running EWB topics from the board down to employee level, in each regional location within the organization. They have an HR member on the board, a Sustainability Department with a team called People Sustainability, under which the Global Health and Well-Being team is included. This team is in the area of Global HR and they make sure to be aligned, even if they have different functions and purposes. Further, top-and middle management are involved as SAP trains their leaders to promote EWB to their teams of employees. On an employee level, there is a network of regional Health Ambassadors that pursue the (globally set) EWB strategy locally through running, communicating and promoting EWB topics, acting as the employees' link to the Global team.

Thus, the results showed that the EWB strategy at SAP has a comprehensive and inclusive structure involving the whole business. The local HR department carries out some initiatives related to EWB, but is not responsible for pursuing the strategy locally, which the Health Ambassadors are. Figure 10 gives an outline of what the formal structure of SAP's EWB strategy looks like.

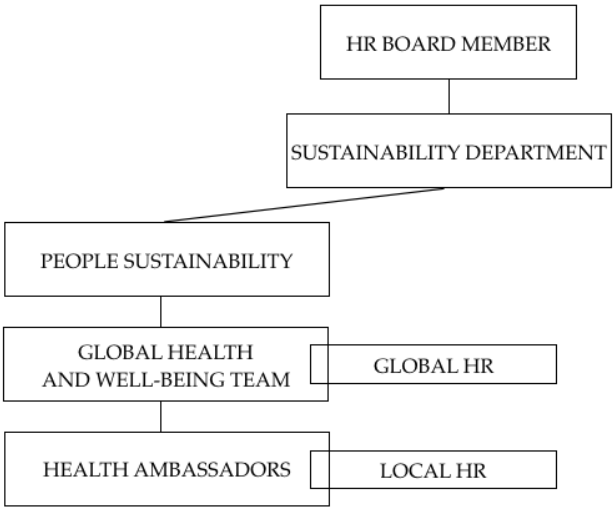

Figure 10 - Outline of SAP's Formal Structure.

Further, we found that such a comprehensive structure was essential for pursuing SAP's EWB strategy. For example, that a baseline support system is needed on a central level, but that local initiatives are also essential as different locations have different needs. For example, Carreras says:

> *One of the main things is to have top management, the CEO, if possible, aligned with these topics and I think in our case, we have it, and these should go downwards, because in the end it's the top management, the medium management, your management and the rest of the employees.*

Similarly, Markwig explained the formal strategy structure using a terminology of infrastructure and grassroots:

> *There is a more top-down, global approach that provides infrastructure, basic ideas, and the basic baseline for what is possible and necessary. But then you also need to have the more grassroots thing, where you act locally, for example from an employee or a team perspective and look at what of the global baseline has to be enhanced and strengthened because you have very specific local problems.*

These findings were further underscored by Krauss:

> *The best strategies organizations undertake is that they do have a formal initiative, where they will be addressing both individual and organizational aspects. It also is*

not led by HR even if they have a critical point of view, but the companies that I have seen who have done this the best, it is really the CEO or the COO who I would call the transformational leaders; they are the sponsor of this effort.

However, our findings also pointed to some perceptual variations in regards to the formal structure. Despite having a formal structure in place, the local structure could be strategically strengthened, evident when the Health Ambassadors communicated that they oftentime feel a lack of resources, e.g. time, to pursue the EWB strategy as their role is voluntary and unpaid. Further, they feel that more structure could be valuable, as they are currently given a lot of freedom in their roles to do what they believe fits their location best. However, both Ambassadors communicated a wish to have more structure provided from the global level, e.g. that a local team could be created, in which more resources could be devoted to promote the EWB strategy. For example, Steenbrugge argued that a bigger team who work with these topics would be powerful as it could expand the local reach. She is currently working together with the local Work Council in Barcelona and she argued that they reach different profiles of employees. She added that their strategic approach is getting stronger thanks to the local Council, but that "*a big team who is willing to talk and do things around the health topic would help a lot*."

As the Ambassadors act as an extended arm to the Global team, the local HR department in each region is not officially responsible for pursuing SAP's EWB strategy, even if they work with related topics. However, both Carreras and Steenbrugge argued for a more structured alignment between the Ambassadors and the HR department, so they could pursue the EWB strategy more efficiently together as well as ensure that they both receive the same information from the global level.

Similarly, Carreras expressed a wish to expand the Ambassador role and create a team with few representatives locally. She argued that this could improve the current local structure and ease the flow of communication. For example, more frequent communication such as weekly calls on such a team could provide a better chance to discuss ideas, bring up employee feedback and act upon it in a more organized and aligned manner.

Theme 2: **A holistic perspective**

The results showed that interviewees had a similar view of EWB and how it was approached

strategically. They argued that EWB includes various dimensions, as well as that EWB initiatives need to be offered to fit the needs of the individual employee and take care of different aspects of their well-being. Thus, even if the interviewees' definition of EWB was different to some extent, similar patterns were found, where a holistic view on EWB was dominant. Krauss emphasizes this:

> *So more of your physical health and those aspects of well-being, being it nutrition, or exercise, or just physical health in your body. And then we look at mental health, so psychological health and emotional health. And then we look at social well-being, things like connections and engagement with others. That is an important part of well-being. More recently, I think it is critical that we consider financial well-being as another key facet as well. And then finally, from a career perspective, we think about the meaning and purpose at work, and how we can have well-being at work.*

Similarly to Krauss, the other interviewees communicated that EWB included aspects that extend beyond the physical health of employees, which further highlighted the holistic view. For example, Gomell emphasized the need to look at each individual employee's physical and mental health and provide offerings that fit their needs, but that EWB also includes the health of leaders as well as the overall business. Further, Markwig, Kasparian, and Steenbrugge also argued for the leadership perspective and they, as well as Carreras, highlighted how EWB includes employees' physical and mental health.

Lastly, the results showed that another key feature in the holistic view of EWB included social aspects, e.g. how employees are able to maintain a work-life balance and feel sustainable both at work and in their personal life. Markwig emphasized these aspects: "*We want to ensure that employees can sustainably perform on top of the game*." Similarly, Carreras explains the sustainability aspect as:

> *For me, as an employee, it means that I do not have a lot of stress, I can have a balance, so I can take care of myself outside working hours, and also feel that my company takes into consideration that my health is important not only for me, but also for the company*.

Kasparian added that employees need to have a purpose without having to sacrifice themselves at the expense of their mental health. Kasparian also emphasized the importance of having a good work-life balance and its link to expanding opportunities for cooperation:

> *If you create a healthy and good working balance and a nice environment for employees to grow, they will feel fulfilled and spread positive vibes and talk about the company as a good company to work for, but also a good company to collaborate with*.

Theme 3: **A well-planned implementation process**

A third theme was the implementation process of EWB initiatives, which showed to be based on well-prepared actions on a global level and then distributed locally. The global initiatives are based on research, employee feedback, survey results etc. and actions are then taken in line with different needs that appear from such processes, i.e. not created in vacuum of what the Global team thinks fits the best. This was highlighted by Gomell:

> *We did research with our Health Ambassadors in different countries, for example, we launched an initiative in 2016-2017. And we were inspired by all these variables. Like fitness trackers, Apple watches and Fitbits. And we were reaching out in our network and saying: okay, we're in different countries, what kind of tracker are employees using? Can we do something with it? And we found out that multiple trackers are used across the globe, so we could not just buy one and give it to all of the employees, but we had to find a solution to how we do it. And then we acted together with the IT department to develop a platform to connect all these kinds of tracker brands and bring employees together as a community to do active challenges on the platform.*

However, we also found that sometimes local initiatives are adopted globally and hence the implementation happens in a reverse order. The Health Ambassador network and the Global team share best practices and learn from each other, e.g. if a local EWB initiative has been successful it can be scaled up to become a global program.

Further, another element found as key in the well-planned implementation process was that SAP works with pilots to test initiatives locally, before making a scale up decision. When deciding on where to pilot a new idea, the Global team includes the Ambassador network as

they have the local expertise, evident when Gomell says:

> *Then we ask, for example, in the network, who would be the pilot country? Who would volunteer to drive and shape it with us? And then we have our great network. So everything goes together. Then they give feedback and we build it in.*

This was further emphasized by Markwig, who explained how the Humanizing Business initiative was created, which has been adopted to the SAP branches in Cairo and Dublin:

> *So what we did after the initial research project, we wrote up a business case for it… We looked at what our envisioned outcome was - longer tenure of employees, locally and with SAP as a whole… We were looking at 250 employees and we can easily quantify this with conservative numbers. I would say that we are able to save about 15 million euros per year, just with relatively simple measures... All these things can be taken as a business case and easily communicated to leadership… We were calling this organizational revenue, it is something where we are not talking about cost savings because it has a negative connotation, but rather we create additional revenue by taking care of our employees. And that is something our leaders and managers are very positive about.*

However, our results also indicated that initiatives locally are sometimes not as well-planned as the ones set globally. The Health Ambassadors explained that they sometimes feel they lack resources in terms of time and tools to carry out thorough research of what is needed, e.g. through feedback from managers or conducting regular employee surveys. They believed improvements could be made to reach more objectivity in this process locally. Steenbrugge communicated the importance of introducing a more "*long term plan on how we will approach that instead of guessing, but really testing what is needed*." Similarly, Carreras argued that even if the monthly calls between the Ambassador network and the Global team include sharing best practices and receiving inspiration to what initiatives could work locally, it is in the end "*a subjective topic to see if there's something missing*".

Further, we found that budget was a key element in the implementation process, but that the allocation and access to monetary resources differed between locations. Kasparian illustrated how funding of initiatives on a local level are in place and that local teams have autonomy in

developing initiatives, as their funding does not come from the global fund, but from the local unit:

> *The digital hub in Barcelona has its own budget. We do not actually need the Global team to get those budgets and the Health Ambassadors can ask for a budget on specific topics if they want to. Globally, they drive these initiatives, and probably locally, all the initiatives that they have, for example, Germany, will be approved from a budget locally. So you will have locally some initiatives that will be from the budget from the country, from the market units.*

On the other hand, Carreras pointed out that creating and communicating new initiatives as an Ambassador was difficult due to lack of funding: "*As a lot of the Health Ambassadors on a global level come from the HR department, they sometimes use HR fundings to promote these initiatives*." Carreras explained that even though Ambassadors have a chance to ask for specific fundings, issuing money is not always an easy process and it requires effort:

> *I am not from the HR department, so we do not have such fundings. In case we find something very specific or important, I can try to request more funds but the funds are not always available. Being a Health Ambassador is voluntary, it requires time, and it requires dedication.*

Theme 4: **Strategic agility**

A third theme was the agility of the EWB strategy, evident in the fact that it was adaptable to change. For example, flexibility was found as a vital aspect in the efficiency of the EWB strategy. First of all, even if default EWB initiatives at SAP are set globally, there is flexibility in adopting them locally. Depending on the relevance and fit, EWB initiatives can be customized to specific needs of a location, e.g. Markwig states: "*Global initiatives can be framed to local legal requirements and to the specific employee population of the location*."

Elements of customization and flexibility were also communicated as key in the Health Ambassador network, as each location has specific needs. Gomell argued that through general leadership and communication, SAP has managers and employees in all locations who are aware of the specific conditions within each location, e.g. the physical situation, market situation, stress factors etc. This provides the flexibility to react to the different needs of their employees in a location and act strategically upon it, e.g. through adapting an EWB

initiative that does not fit or changing it to more local needs. Gomell says: "*It's not like that we, as a Global department, say that in country x, y and z you are only allowed to do this"*.

Another example of flexibility was emphasized by Carreras:

> *We have two different company codes at SAP Spain, the other office is a little bit more "tired" and at commercial sales they are much younger. A lot of them are coming from foregin countries, so they do not have family or friends here. So psychological aspects need to be taken into consideration, so I think that the strategy is to look around what we have globally, but more specifically locally to go more to the situation to see how we can improve employees' health and well-being, and ensuring that the decisions taken to help are put in place and when we see the results to change, to improve, modify or switch to another topic if needed.*

Lastly, the agility of the EWB strategy was highlighted by Markwig: "*the most important thing is to stay agile and curious, just observe what is going on and be prepared for the next big change, whatever it might be*."

However, our results showed a discrepancy between the global and local interviewees when it came to the function of the Health Ambassador network. From the Global team's perspective the Ambassadors are practical resources, as they take responsibility beyond their duties and cost no extra money for the company. Their efforts improve EWB and are more likely to bring greater profits to the company. When we asked the Global team why this approach is used and why no specific teams have been set up on a local level, Gomell replied as follows:

> *I think the [Health Ambassador] network approach is the better approach, because it's more flexible. Well-being is not always HR focused, it is more important that people really have the passion about this topic. I would say the network approach, we have run it for more than five years now, even more, it is working well, there is no reason to change it, it gives flexibility.*

If the Global Health and Well-being team does not see problems in the Ambassador network strategy at the central level, then, on the contrary, Ambassadors find that they have more

work to do and more on the table than they have the time and opportunities to contribute on a voluntary basis. Steenbrugge gives an example:

> *There should be more structure around it, because now I'm actually completely free to do this role… Sometimes we do get official questions to do things, but then generally, it is just like, do the job the way you think you should do it. But indeed, I do not have the time that I would like to have to spend on this. That's true.*

5.1.2. Systematic Integration (RQ 2)

SAP is operating worldwide and we found that a successful integration between different levels of the organization requires a systematic approach, constant exchange of information and clear communication. In this section, we describe the integration of the EWB strategy, including multi-level communication, including the need for visibility of information.

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 2 - What are the key elements of an employee well-being strategy?	Hands-On Practices; Layered Communication; Information Processing Platforms; Intranet; Collaboration Tools; Existing Communication Tools; E-Mails; Toolbox; Health Ambassadors, HR, Global Health & Well-Being Team; Leadership Communication; Spreading the Message; Promotion Simplicity; Understandability; Consumability; Reachability; Practicality	**T5 -** Multi-level communication

Figure 11 - Results Matrix Sub-category 2 (RQ 2).

Theme 5: **Multi-level communication**

With more than 100.000 employees worldwide, SAP has created a multi-level integration and networking system, where communication plays an important role. On one hand, the Global team has launched communication campaigns and projects to prevent problems related to mental and physical EWB and to proactively keep employees healthy. On the other hand, they have introduced hands-on practices that employees can benefit from, to improve or maintain their well-being.

One of the most important communication spreading- and information processing platforms at SAP is the so-called SAP JAM, which in addition to its function as an internal intranet is a software sold for SAP's external clients. Kasparian described it as: "*a way to centralize all of the information*." According to Kasparian, SAP Jam is a collaboration tool that all employees have access to, which consists of relevant information about topics within different areas, e.g. EWB. Thus, this central communication platform helps employees to select the topics of their interest, subscribe to information lists and newsletters, manage the topics by specific foci, and get information about different sessions and events. Under the area of EWB it is possible to select a topic of interest from a special toolbox, e.g. physical health, mental health, mindfulness, stress management, ergonomics and healthy leadership.

Kasparian gives some examples of the opportunities of the SAP JAM:

> *For example, here you see [showing the screen] around family sanity, they organize it depending on the region. So APAC, EMEA, or the US. And there is another one around staying balanced in challenging times. So these are virtual events you can sign up to. And since I am signed up to the newsletter, I receive this in my inbox.*

Markwig illustrated the nature of the communication approach to integrate the EWB strategy: "*It is a very multi-layered communication, of course, you have the typical corporate channels with newsletters and announcements and these kinds of things. You see it in emails, on the portal, everywhere*." Further, Kasparian emphasized the reachability of the communication strategy: "*So, a lot of communication is done globally around the topic of mental health and a lot of sessions. So, sharing is really great around that topic*."

Although initiatives and communication campaigns differ in nature, they are implemented because they help SAP achieve their business goals, which is why it is key to purposefully

and successfully communicate them to all the employees. The idea is not just to convey information, but to reach the specific target groups. Communication about EWB initiatives must be spread on all levels and in different directions. For example, Gomell says: "*It is the integration top down, but also bottom up, it works both ways."*

In the following, we provide an overview of how the interviewees perceived the flow of communication on different levels. We found that leadership communication played an important role in integrating the EWB strategy. Markwig highlighted the importance of this and said that it is helpful to have it, especially on C-level.

Markwig says:

> *We are lucky enough to have a board that is also very personal in their communication, especially our CEO, who talks a lot about his own challenges and successes with that, we see a lot of efforts in the general company to support employee well-being… SAP has always been pretty good when it comes to how employees feel about the company and the support they get. And also the founders, for example Dietmar Hopp, have always been fairly vocal about how important employees are compared to everything else.*

Although the local HR department is not officially responsible for pursuing the EWB strategy, Carreras believed they should operate more in the common information space. Further, Carreras stated that the communication between the Global team, the Local team and HR is not yet fully optimized, as communication does not always flow between all parties:

> *HR promotes some things related to health but is not a part of the Health Ambassador team, so they do not get all the information... I have already talked with HR in order to work more closely together to make sure that what comes from HR, the Global team and the Local team can be managed in a structured and efficient way.*

Steenbrugge explained that the HR department is rather little involved in the specific EWB related initiatives pursued locally, but there has been a small shift lately, as the local HR team started communicating a new EWB initiative and sending out informative newsletters. Steenbrugge illustrates:

> *Well, it used to be very little but now, during recent weeks, I have seen that they have started communicating this new initiative (Are you Ok?), but not really the strategy. I think it's lacking. They now send out newsletters communicating all kinds of resources available for employees related to mostly mental well-being, and that comes from HR, it's not branded HR. And I think it's quite good. Actually, before that, I would say they had little involvement.*

The regional Health Ambassadors, who are the link between the Global team and the employees, have a key role to play in communicating the EWB strategy to ensure its integration with employees locally. Gomell explains: "*Our Health Ambassador network helped a lot here to spread this message across the globe*." Steenbrugge backs up these findings: "*More and more employees are coming to me around health topics and I am becoming the go-to person for them.*"

Global EWB initiatives and campaigns are distributed to the Health Ambassadors through emails and monthly calls. Thus, they are vital to ensure the visibility of information received from a global level. The Ambassadors' function is to promote and spread the visibility of initiatives to ensure that all employees know what is available and make the initiatives practical enough for employees to partake. To ensure visibility, existing tools of communication are used to reduce the risk of information loss in a congested environment.

It depends to a large extent on the time, personal motivation and capacity of each Ambassador, how much information they can pass on, how visible it becomes and how they support and help employees on a local level. Thus, SAP does not have a general level of information reachability, as it depends on the activity and engagement of the local office. According to Carreras and Steenbrugge, the main task of an Ambassador is keeping up with everything that is available, since the EWB topic is broad, including e.g. information about Covid-19, mental health, physical health, yoga, mindfulness and even food offered at the canteen.

Further, the Ambassadors try to think of initiatives that would fit on a local level and would benefit employees in their specific location. Thus, our results showed that the Ambassadors are a strategic and important link in shaping and communicating initiatives of EWB and making the information visible to employees.

In addition, we found that the practicality of initiatives is important to ensure effective integration. Gomell explained that for the successful integration between offerings and employees to happen, initiatives need to be easy to understand and easy to consume, otherwise employees will not be engaged. Gomell stated: "*It has to be very simple, so that employees can relate to it and say, here this program belongs to healthy leaders, this is for healthy employees etc. It is important to be straightforward in how the strategic approach connects to operational doing*."

5.1.3. Building an organizational culture (RQ 2)

The results showed that cultural aspects dominated SAP's EWB strategy. Creating a culture of well-being within the organization was communicated by all the interviewees as vital. Thus, the topic constitutes its own sub-category, under which we identified a number of themes.

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 2 - What are the key elements of an employee well-being strategy?	Healthy Leaders; Healthy Business; Fostering Values; Leadership Awareness; Leadership Responsibility; Responsibility for Change; Leadership Development; Leadership Training; Outside The Box Thinking; Leadership Behaviors; Setting Examples; Leadership Support;	**T6 -** Leadership
RQ 2	Organizational Culture; Cultural Values; Caring for Employees; The Working Process; Well-Being Focus; How You Do Business; Work Environment; Spirit; Job Conditions; Positive Well-Being; Individual KPIs	**T7 -** Value creation

Figure 12 - Results Matrix Sub-category 3 (RQ 2).

Theme 6: **Leadership**

We found that leadership was essential to build and sustain an organizational culture focused on EWB. Gomell stated:

> *We are looking at healthy employees, we are looking at healthy leaders, and we are looking at healthy business. And all of that is surrounded or underlined by a healthy culture… Healthy leaders are really important. Because when leaders understand what high impact they have on employee health and well-being, it really makes a huge difference.*

All the interviewees argued that leaders are responsible for behaving in a way that fosters EWB and set an example for the employees, in which they behave accordingly and feel encouraged to discuss EWB related topics. Thus, we found that leaders carry responsibility to lead the change to build a culture around EWB. This was, e.g. evident when Markwig said:

> *The interesting part really is that it is a pretty broad communication, by word, but also by example and that really helps a lot. Also really training and guiding leaders to act as an example to showcase their behaviors around well-being. We are sometimes pushing our leadership team to really take a lot of help to become more aware of EWB but also, to really take their role as an example very seriously.*

Krauss further highlighted leadership as a key element in an EWB strategy:

> *I think another KPI is leadership. So if you are talking about tangible things in a strategy, that would be leadership development. It will be focused first on their own well-being, and then it will be focused on how they can foster positive well-being for their teams. So, oftentimes leaders are left out of the equation, but they are the ones that are often most stressed and have the most impact on their employee's well-being… And where I have seen this fall down, is when the leaders tend to think in boxes.*

We found that leadership development was another key element. SAP's managers and team leaders are provided offerings related to leadership development to learn how to foster a culture of EWB. The interviewees pinpointed that leaders need to realize that their behaviors

impact EWB, e.g. stress levels, and that it is not only about checking in with the employees.

For example, a recurring argument from the interviewees was that when leaders are trained, they learn how to integrate EWB into their overall leadership, without running it as a separate activity. Through training they learn how to incorporate conversations about e.g. the progress or status of a current project with topics around EWB, such as asking their employees how they are doing and if there is anything they need. In this sense, leaders can act in a way that makes employees see these two conversations as one. To emphasize this finding, Krauss said that teaching leaders how to act can help them become able to communicate a message to their employees that they are interested in their performance, but at the same time interested in their well-being.

Further, Gomell said: "*You can have the best offerings, but if the leader doesn't support it, it could still negatively affect employee well-being. And that's why we also do sessions and special offerings for leaders so that they understand their impact. That's very important.*"

This was also emphasized by Markwig:

> *The most important thing is the organizational culture, which is mostly influenced by leadership behaviors. So that is kind of the one big thing that everything starts and ends with… So the general focus on leadership education, and also leadership support is really a key thing.*

Theme 7: **Value creation**

The results showed that creating a value around EWB within the organization was a key element in building an organizational culture in which EWB is in focus and pervades through different processes, decisions and projects. Gomell highlighted the importance of such a cultural value:

> *When you run a project, for sure you have to reach the goal. But the question is, how do you reach the goal? Is it after a project that all the employees say to their team: Oh, my God, after this, I need to take a half a year vacation, I am totally done. Or is it rather, Oh, we have a good spirit with each other, we are high performing and we are caring for each other's needs.*

Further, the results showed that the value creation of EWB is needed on all levels, e.g. Krauss says:

> *The more strategic point of view is to recognize that the organization or context, that work environment, the job conditions, the leadership practices, all of those pieces are equally important to an employee's well-being, and also more of a responsibility for the organization to be cultivating that environment in a way that it can induce it into positive well-being, so here I talk about well-being strategically as a cultural value… The idea is that it is embedded in the business, it is just the way we do things around here, everyone knows that this is a real value for how we operate and we make decisions as a leadership team, as an organization. We make business decisions that would positively impact employee well-being.*

However, our results also pointed to the fact that, even if SAP has come far in promoting and working with EWB as a cultural value within the organization, the interviewees agreed that SAP still has a long way to go until EWB can be considered a value for everyone at the company, which was highlighted by Gomell, Steenbrugge and Markwig. For example, Markwig says:

> *The difficult part about it is, of course, that it's still very much dependent on the personal understanding, involvement, and agenda of the single leader… Of course it makes it a little inconsistent. Sometimes you have managers or leaders that are less involved in this. But on the other hand, it makes it very personal and also involves for example turnover, short term absences or missed days of your team. When managers have their own KPIs like these, it helps to make it visible for these people as well and that you can only be a good leader if you take care of the well-being of your team.*

5.1.4. Systematic measurements (RQ 2 and RQ 4)

In this section, we present the results we found in relation to tracking EWB initiatives and measuring the ROI on them. Our results showed that qualitative and quantitative data are needed to track EWB initiatives and analyze results to make better business decisions. Since we found that measurement of the EWB strategy was an important element in SAP's strategy, we present this section as an answer to both RQ 2 and RQ 4.

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 4- What are the ways for measuring the connection between employee well-being strategies and organizational success?	Follow-Up; Feedback Loops; Involving the Employees; Encouraging the Employees; Reducing the Distance for Feedback Opportunities; Reaching Out; Tangible Support; Tracking; Monitoring; Reviewing; Improving; Technological Tools; Reaching Objectivity; Not Making Guesses	**T9 -** Follow-up through frequent feedback loops
RQ 4	Qualitative Data; Quantitative Data; X-Data, O-Data; Non-Financial Indexes; Financial Outcomes; Holistic Measurements; Employee Feedback; Engagement with Employees; Capture Mechanisms; Qualtrics; CMX; BHCI; Operating Profit; Revenue; Long-Term Measurements; Monetary Investments; Tenure	**T10 -** Combining qualitative and quantitative data
RQ 4	Taking Action on Data; Surveys; Feedback; Indexes; Identifying Bottlenecks; Solutions; Analysis; In-Depth Studies; Launching Initiatives Based on Realized Needs; Incorporation of External Data; Building Trust; Versatility; Comprehensiveness	**T11-** Acting upon results

Figure 13 - Results Matrix Sub-category 4 (RQ 2 & RQ 4).

Theme 8: **Follow-up through frequent feedback loops**

Our results showed that a number of ways to provide feedback have been created and made as convenient and reliable as possible for employees at SAP. In order to understand whether the EWB strategy and the initiatives developed are working, they need to be monitored, reviewed and, if necessary, improved. Gomell emphasized the importance of implementing a feedback culture throughout the organization: "*Whenever we offer a service to the employee, we give an opportunity to provide feedback.*"

Further, Carreras explained the importance of listening to employees to figure out their actual needs in implementing new initiatives, not just guessing the need:

> *I think it is very important to listen to what employees want, because perhaps our idea is one, and reality is that employees want another thing... So it is important to listen to what the employee will need and push on that.*

Markwig gave an example of the importance to encourage employees to give feedback, as it is a way for the organization to help its employees:

> *Employees are reminded and also encouraged to reach out in case of a specific need they have, so that you can contact their Ambassadors, there is a central touchpoint that they can reach out to anonymize contact, so that you do not necessarily have to fear that your peers or your manager learn about your problems if you do not want to. So I think it is a pretty comprehensive strategy to help people.*

We found that regular feedback opportunities between employees and Health Ambassadors were thought to proactively prevent potential bigger problems, as it shortens employees' distance to discuss EWB related problems. An Ambassador is in closer reach than someone from the HR department, e.g. Steenbrugge says: " *I think this is super key because I think it is a bigger step to reach out to HR than just to reach out to a colleague.*"

She gives another example of how the Ambassadors are a tangible support within the organization, as they provide advice to employees:

> *I am becoming a go-to person. This morning, I helped two employees on WhatsApp just informally, right, because I am not the official person to say our insurance works like that. But they come with questions to me like, look, I need a physiotherapist. And how does it exactly work, so I guide them towards the right direction. But I also share my own experience, because I have been using a lot of these resources.*

Krauss also highlighted the importance of a feedback culture and listening to the employees: "*And so I would encourage more regular capture of well-being explicitly from the employees, so that you can see how they are tracking and get a better pulse on your workforce that way."*

Theme 9: **Combining qualitative and quantitative data**

We found that a combination of qualitative and quantitative data is key in measuring EWB and that different tools are needed to be able to do so. For example, SAP has developed several indexes to measure non-financial indicators like EWB, employee engagement, retention and the overall organizational health and culture against financial indicators, such as revenue and operating profit (which was explained more extensively in chapter four).

In data analysis, SAP uses a combination of so-called X-data and O-data, which could be further measured through Qualtrics (based on SAP's example) or another data capture mechanism. Krauss explains the meaning of each data respectively:

> *X-data is called more sentiment data. So that is employees' perspective, employees' point of view, and sentiment or subjective types of data. The X stands for experience data and then the O stands for operational data*.

Further, Krauss explained that when looking at operational data as an indicator, it is important to think about what type of day-to-day data will be available in the system. She suggests looking at the bigger picture, not just the outcomes, number of sales or KPI outcomes, but rather the data that give the sense of how employees might be going. She says:

> *I should be able to know if employees are accessing the Employee Assistance Program* [*anonymously*]*, if they are going for support, like for mental health issues, generally, I should be able to know how much they are online, on email, or working long hours, these types of operational data would be available to me.*

Krauss explained that both data are of equal importance and neither can be underestimated, but she explained that X-data and O-data play different roles on different organizational levels. Further, she explained that the board of the company is probably paying more attention to the O-data, because those are business success metrics, but others like HR pay more attention to X-data that has been collected e.g. through employee surveys.

Krauss suggested that to be able to quantify the front end (user interference) and to be able to say how much money should be invested, the focus should not be only on financially quantifying the investments on the front end. Instead, tracking the interventions in place and looking at changes in those outcomes over time can enable seeing the longitudinal change in employee statements, the X-data, as well as the change in operational metrics. She expresses:

> *So that is more of where I think companies will be able to get to and be successful in their analysis, rather than saying we implemented a well-being committee, how much did that cost? Those types of initiatives are not easy to quantify in investment dollars*.

SAP uses data received from surveys, feedback etc. and analyses them through a software platform called Qualtrics, a CXM platform used to interpret data to ensure what initiatives are worth investing in. One example is the BHCI, which is one of the most important indexes at SAP that has been externally validated. Gomell explains:

> *When the BHCI goes up or down per one percentage point, it means the change in profit from 90 to 100 million euros. It gives the indication of the value of taking care of this topic and taking care of employees. Since we've declared it, the index has become more visible. It really shows that it* [*the EWB strategy*] *is not only nice to have, but really a critical business success factor.*

Our results showed that developing such tools is a complex process that sometimes requires external help. Gomell explains the complexity of developing the BHCI:

> *External consultant companies were supporting us. It was a huge calculation process, many things. It is very complex… We have a lot of qualitative data. Additionally, each program has a standard feedback survey. In this aspect, generating the financial impact, it was more of a challenge to bring up these more qualitative things, because we had to draw and see the path. It was great that we had professional support there.*

To back up these findings, Krauss also emphasized the importance of looking beyond quantitative data and explained that all of the benefits yielded as a business with an investment in EWB are broader than just financial outcomes. She explained that it is important for organizations to not just be focused on the financial impact of those choices, but also to look at a longer-term point of view.

Markwig explained that measurements should not be in place to justify what the company is doing, but for actual learning opportunities. He pointed out the ease of deceiving the content behind numbers:

> *It is so easy to fake numbers there. And to just make yourself look good. And that should not be the goal… I am really reluctant to try to quantify all of this too much. Because you totally get lost in a very legalistic worldview, where you really then try to*

wordsmith every single chain of reasoning to be really accurate.

Markwig gave a practical example of EWB that can be measured without complex calculation processes and advanced tools, e.g. tenure:

> *One thing that is relatively easy to measure, and what would tell you a lot about these kinds of things, is tenure. If you look at tenure in an organization, if employees are really happy with their environment, not only the physical environment but also the organizational environment, you see a big decline in employees moving away. Or, to put it more positively, you see a prolonged tenure in these organizations.*

We found that qualitative data, e.g. feedback, was vital as it provides the opportunity to engage with employees. For example, Markwig said that even if many qualitative factors can be quantified, it is more useful to engage in a discussion with employees:

> *What is so much easier, is to just get a general mood of your employees with surveys, with talking to them, and also understanding just their situation, their private situation, their job situation. By getting qualitative feedback from employees, you do see the general development, and then you can have a look at customer satisfaction. And when you see that there is a good connection between your development and your customers, you generally can draw conclusions about how well the situation of your employees is, in general, set out.*

Theme 10: **Acting upon results**

All of the interviewees emphasized the need to look at results from surveys, feedback, indexes etc., as without data it is not possible to improve current initiatives, identify bottlenecks or come up with better solutions for both the company and the employees.

Humanizing Business, which was initiated in Barcelona, was implemented as a result of analysis and in-depth study. Markwig explained that the idea behind Humanizing Business came from a visible business problem, as Barcelona had a very high turnover of employees and people were not willing to stay in the organization for a long time, which ultimately affects business success. Markwig explains:

High turnover has business impacts in a way that you have very high onboarding and training costs, you have reduced levels of performance on the teams...We actually started with a research project. Just looking into why people are leaving, doing a lot of interviews, observations, focus groups, mapping employee journeys… We found out that there are some very obvious things that we can improve to support people on staying longer. And also, to influence the general organization to change their behaviors to make that possible.

Further, the Employee Assistance Program provided by an external partner gives SAP data. SAP has no desire or opportunity to know what exact problems that have been addressed or who has raised the issue, but the partner gives SAP data on what the general concerns are, so SAP can work on the issues and achieve the company's business goals more efficiently.

Markwig highlighted the comprehensiveness of the Employee Assistance Program and the versatility of the challenges it manages:

For example, employees that are new here, take a quick call, they are saying, I do not know how to pay my electricity bill. But you could also call there and say, I am thinking about committing suicide, can someone help me? So it is a very broad thing, it is a general helpline, and that is a very effective way of using it as well because with those minor support cases if you have positive experiences you tend to be more trusting.

5.2. The connection between the employee well-being strategy and organizational success (RQ 1)

We found that the connection between EWB and organizational success was not a straight one-to-one relationship, but influenced by a variety of mediating factors. Below follows the matrix of how themes arose (Figure 14) followed by a detailed presentation of each theme.

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 1 - How are employee well-being strategies connected to organizational success?	Financial KPIs; Non-Financial KPIs; Tracking X-and O-Data; Culture	**T1 -** A holistic perspective on organizational success
RQ 1	Long-Term Sustainability; Thriving Conditions; Healthy Employees; Healthy Business; Customer Satisfaction	**T2 -** Long-term sustainability
RQ 1	Physical Space; Mental Space; Growth-and Development Opportunities; Communicating Cultural Values; Work-Life Balance; Empowerment; Rewards; Positive Experiences; Tools to Manage; Learning Hierarchies; Self-Actualization; Customization to Individual Needs; Talent Flow; Tools to Manage; Climate	**T3 -** Employee experience
RQ 1	Distal Outcomes; Productivity; Higher Sales; Better Customer Service; Engagement; Retention; Decision; Attitude; Organizational Performance	**T4** - Behavior

Figure 14 - Results Matrix RQ 1.

Theme 1: **A holistic perspective on organizational success**

We found that the perception of organizational success extended beyond the mere financial performance of SAP and included non-financial indicators as well. The interviewees emphasized the need to look beyond profit and revenue to focus equally on non-financial KPIs as they are vital for both leaders within SAP, but also for the organization as a whole. For example, Steenbrugge said: "*Organizational success is when a company can make profit and have a healthy culture*".

For example, non-financial indicators such as engagement are measured, but then also tracked against financial outcomes in terms of operating profit. Similarly, cultural conditions, which are non-financial in nature, are also measured against financial indicators with the BHCI index. Further, retention is used as a non-financial metric, while SAP also looks at financial gains from retaining employees, such as increased revenue, longer tenure and reduced costs of onboarding activities.

Theme 2: **Long-term sustainability**

Further, we found that organizational performance was explained by a strong emphasis on sustainability over the long term, as it was seen to increase EWB and to create the best conditions for employees to thrive. These findings were, e.g., emphasized by Krauss:

> *If you are investing in employee well-being, you are not just focused on hitting numbers that quarter. You are not just focused on making quick profits. What you are doing is making a long-term investment in the sustainability of your workforce and the sustainability of your organization... You are thinking about the benefits to organizational agility and long-term business success… That is why it is critical that we kind of broaden the point of view to not just focus on financial gains.*

This was also reflected by Gomell: "*Organizational success means a healthy business. It is a business that is sustainable. It is a business that is successful. For sure, in all matters... From a result perspective, but also the way you do it.*" Carreras communicated that organizational success equally involves taking care of employees as it does profit to the business. Steenbrugge also emphasized this sustainability aspect:

> *You really think in the long term, what is best for your employees, and not in short term profits, not short term image repairs or reputation repairs… That you really think in the long term what is best for your employees. How I can keep my employees. How I can keep my employees happy, healthy and productive.*

Similarly, Kasparian connected EWB to organizational success by combining EWB with customer satisfaction: "*So in the end, it is a lot about if the employees are happy, and feel fulfilled. I really believe that this is going to be conveyed to the customers and consequently to the rest of the world*."

Theme 3: **Employee experience**

We found that the overall employee experience was highlighted as an essential mediating factor between EWB and organizational success. Conditions in both the physical environment and how the company's cultural values were communicated were seen as vital to improve employee experience, as were employees' opportunities for growth and development.

Both Markwig and Gomell emphasized that the connection between EWB and organizational success lies in the organization's culture and how leaders act in line with this culture, e.g. how employees feel that cultural values are communicated. The need for conditions that allow employees to take care of their health and well-being were found to be vital, e.g. how employees are treated, how they are rewarded, how they are empowered by their leaders, if they are proud to work for SAP and if they feel that they have a good work-life balance.

Thus, the results showed that when employees have a positive experience at work, e.g. can manage psychologically, feel well treated and appreciated and have the tools they need to manage day to day problems, this will affect their well-being and give them conditions to perform well, which in turn increases the chance of retention as well as enables employees to bring better results to the organization. Markwig says: "*We aim to improve the employee experience. And with that, we get better results*."

Further, Gomell backs up these findings: "*It is not a one to one connection. It has multiple connections... It is really about what we experience, really taking care of each other and respecting each other's situation*."

In addition, we found that physical space was an important aspect for improving EWB and, in turn, creating a better overall employee experience, which has a positive impact on organizational success. According to Carreras, this does not solely include having a nice office environment, but an office in which employees are provided with opportunities to feel good and that the climate is friendly, which indirectly is good for their well-being: "*I want to build an environment for taking care of all the aspects if it is possible from my side*."

Further, Markwig backed up these findings with the example of an SAP initiative called Learning Hierarchies, a centralized approach introduced three years ago, which now permeates the whole of SAP. This includes how environments are consciously shaped for the employees in a way that they support aspects related to EWB, e.g. self-running teams and employees designing their office space in a personal way (as also discussed in chapter four).

Opportunities for employees' growth and development was also found to be a key aspect in providing a positive employee experience. Markwig explained that such opportunities

included, e.g,. talent development, discussing career purpose and involving employees in creating their own roles and offering them the full spectrum of their self-actualization:

> *We are talking more about the talent flow instead of a career path. And that is also very interesting because it gives people the opportunity to develop their own positions… So you have to be also very mindful of the specifics of the individual, because there is no one size fits all.*

Theme 4: **Behavior**

The results showed that behavior was another dominant theme in the connection between EWB and organizational success, as the actions of employees and leaders are what ultimately lead to improved organizational outcomes, such as better customer service, more sales etc. Thus, the results showed that organizational success was perceived as a consequence of positive behaviors that result from higher levels of EWB, rather than a straight one-to-one relationship between these two variables. If employees do not feel well, this can result in negative behavior. Steenbrugge says: "*Then employees do not come across that well, do not do their job as well, become more irritated, have less patience with the customers or are less dynamic. And might make more mistakes*."

We found that when employees and teams have high well-being, they are more engaged and give more discretionary effort. In turn, they will behave in a way that is more effective. These actions, i.e. what comes after the behaviors, include e.g. increased productivity, higher sales, better customer service or the employees' decision to stay with the organization. In this sense, these behaviors in turn lead to positive outcomes for the organization, which Krauss explains as "*distal outcomes*".

This was also backed up by Markwig: "*The longer we keep someone, the more productive they get, without adding more stress. They get better at what they do because they have built connections already, and so on, they just keep growing*."

Further, Markwig emphasized that SAP's financial outcomes are consequences of improved employee experience. This multi-level connection between EWB and organizational performance was also emphasized by Gomell, who said that leadership behavior is vital. Leaders who take care of themselves will also take care of their teams, which has an effect on

EWB and enables the employees to be at their best. Gomell says: "*If you have healthy and happy employees, healthy and happy leaders, you will have good business. The employees will be more productive and innovative*."

5.3. The development of an employee well-being strategy over time (RQ 3)

We found that the EWB strategy at SAP had not been formed based on a single process or decision, but developed progressively over time with a starting point in the official formation of the Global Health and Well-Being department twenty years ago. Thus, we found that SAP's EWB strategy has been built over many years, but our results also indicate that the strategy has taken its current shape in the last five to ten years. This change had been influenced by internal factors, such as getting the topic up to executive level and slowly embedding EWB as a cultural value, but also external factors, such as societal change and the current pandemic of Covid-19.

RESEARCH QUESTION	FINDINGS (*Keywords*)	THEMES
RQ 3 - How has the process of working strategically with employee well-being developed over time?	Progressive Development; Structural Changes; Passion; Heart; Transformational Positions; Involvement of Executives; Senior Leadership; Explorers; Risk Takers; Experimentation; Global Pillar; Policy; Business Enabler; Organizational Agility;	**T1 -** Organizational change
RQ 3	Societal Change; Digitalization; Covid-19; Remote Work; Digital Well-Being; Demands of Younger Generations; Evolvement; Values	**T2 -** External forces
RQ 3	Building the Strategy; Increased Awareness; Keeping Up With Trends; Structural Improvements; Executive Emphasis; Introduction of New Roles; Visibility of Cultural Values;	**T3 -** Future opportunities

Figure 15 - Results Matrix RQ 3.

Theme 1: **Organizational change**

We found that changes within SAP have influenced the increased focus on EWB. Gomell illustrated how important it is to have a person who is passionate and holds a position in a higher level of the organization to progress and make real change:

> *The history of our department [nowadays Global Health & Well-Being] goes back more than twenty years. My manager started on a basis from legal requirements... But then, employee needs started to be extended beyond such requirements, so the topic was growing out of her passion... You can present the best data, but people have to buy in from their heart. When you start from scratch with a topic, I would recommend having someone from a high position who really buys in from his or her heart.*

In addition, Markwig emphasized how SAP has acted as explorers in the journey of developing a strategic approach to EWB with a willingness to experiment, fall, stand up again and try again. These findings point to the fact that developing an EWB strategy is a constant process, not something with one final solution. "*And I really like the fact that we are rather explorers, and leaders in that sector, really trying stuff. And sometimes failing with it. But not waiting for some absolutely waterproof scientific stuff coming out.*"

These findings were backed up by Carreras:

> *At the beginning it was a more local topic, if someone wanted to care, they could. And now SAP has a global policy for all the employees, so it is just not a country that wants to do something, or a person, or a location, it is a global policy for all of us... I think that the sustainability topic and the health and employee well-being topic are the main pillars of our company that are part of SAP's core business strategy.*

Markwig also backed up these findings:

> *You constantly feel that it [the development of employee well-being] is not going fast enough, but then you look back two, five, ten years. And you see, wow, this has changed so much. And we are having so much impact with that. So, in general, I think it is kind of a satisfying situation. Also, what you really see is that there is a totally*

different perception in the senior leadership of the relevance and the importance of these aspects.

Krauss backed up our findings when describing how an EWB strategy has constantly changed, evolved and shifted, which she has seen as an expert researcher in the field. She argued that, in order to reflect successful change and a more consistent long-term perspective, it is necessary that the need for change is understood at several levels of an organization, especially on executive level:

There are situations where some stakeholders are recognizing how important it [well-being] is, and other stakeholders, particularly the executive team, where we really need the sponsorship and the focus, continue to not be as much prioritizing, until we get in their ear and they are really on board... I think being able to speak about it as a business imperative, not a nice to have, not a perk, not a benefit, but an enabler to organizational agility and to business success. I do think that that is going to be the way to executives starting to better understand the value of such a priority.

Krauss' examples illustrate that while EWB previously has been seen in a short-term perspective, efforts are now being made to develop a long-term perspective to change the culture around EWB.

Theme 2: **External forces**

External factors that have contributed to the progressive development of an EWB strategy at SAP include societal change and an increased awareness, which was highlighted by e.g. Carreras: "*I think that people and society have changed, they care more about the health environment and all its aspects*".

In addition, our results show that digitalization is another societal change that has had an impact on the EWB focus at SAP. This finding was backed up by Markwig, who argued that remote work has become a new normal, which has put pressure on the organization to handle new types of challenges: "*There will be a lot of new challenges, how to interact with your employees, how to have an impact on them*."

In connection to these results, Krauss also described that in recent years, especially due to

new standards of working, digital well-being has become the new focus: "*So the idea that we can have a healthy relationship with technology, we can switch off, we do not need to feel tethered and always connected*."

Further, our results showed that the pandemic of Covid-19 has put an additional pressure on SAP's need to address EWB in an even more strategic manner. For example, Krauss highlighted that a bigger focus on EWB has appeared during the pandemic: "*I do think that the topic of well-being has gained a lot more attention over the course of the pandemic, for sure."* Similarly, Steenbrugge backed up this finding: *"I see a bigger focus on the subject now in the times of Covid-19.*"

Krauss explains how the conversation around EWB has changed during different phases of the pandemic:

> *The focus, I think, initially, over the early stages of the pandemic in 2020, was around keeping workers healthy and safe at work. But now it's also been a recognition that the pandemic is impacting other parts of employee well-being, besides only physical health and safety. So now you see impacts to mental health, a lot of conversations about employees struggling with this, and response to the pandemic, and how working from home impacts social relationships because employees feel isolated. Also the impacts of financial well-being because of the precarious nature of employment through this period. So now the conversation has shifted to longer-term implications of the pandemic on employee well-being. And the other key topic is work-life balance.*

Theme 3: **Future opportunities**

Our results showed that the interviewees had a similar understanding about what the future of EWB holds, both at SAP, but also in general. We found that the focus on EWB will most likely continue to increase, partly due to raised awareness especially among younger generations, but also due to the fact that the topic is taking a bigger role at the executive table. Further, as the future is primarily in the hands of the younger generation, we found that the general attitude of this generation and their awareness could have an impact on organizations' focus on EWB. Steenbrugge argues that she sees many opportunities in this:

> *I think the younger generations of employees are more demanding, which is great. They are less loyal to the company, which is hard for companies, but also forces them to really take care of their employees, which is a trend that I really love seeing… They will demand more and switch companies if they have more flexibility elsewhere, can travel more, decide their own hours and so on, which for me are things that contribute to a good work-life balance. Companies will have to follow these trends more.*

In addition, we found the interviewees were positive that the focus on EWB would continue to increase within SAP. For example, Carreras said: "*I'm convinced 100% that there will be more things related to well-being*." Further, she believed that there would be a structural change locally:

> *Perhaps, there will be a person locally dedicated exclusively to this topic… Now, locally, we have our own job and the Health Ambassador role is on top of our daily jobs. I am sure that sooner it will be a dedicated person taking care of this topic and having a full day dedicated to health topics daily, I am sure. Because it will be, as they say, one of the pillars of the company and we will need dedication, for sure.*

Gomell stated that the pandemic circumstances has highlighted SAP's strengths and increased the visibility of cultural values within the organization. She believes that this will stick around also in the future:

> *We have such a great culture, we have such a great executive board… Taking care of employees' needs, and taking care of their health and well being. And I would say that the outcomes from a financial perspective would even rise and rise... My wish is that everyone at SAP would consider employee well-being as a value.*

Lastly, Markwig explained that SAP is constantly changing and evolving for the better and even if SAP will face new challenges in the coming years, he is positive about what the future holds: "*We just got a new HR board member. And this will definitely also have an impact. I don't know yet what kind of impact but it's always interesting to observe.* "

6. DISCUSSION AND CONCLUSION

In the following chapter we delve into the meaning and relevance of our results. We focus on evaluating, interpreting and explaining our findings through showing how they have answered our research questions as well as how they connect and contribute to the current research field. The structure of the discussion is outlined in the same order as the presentation of the research questions in chapter one, and hence each section is named accordingly. Further, we discuss potential limitations of our case study as well as give suggestions for future research. Throughout our discussion, we aim to make arguments in support of our overall conclusion, which ends this chapter and marks the end of this thesis.

6.1. Discussion of results

RQ 1: *How are employee well-being strategies connected to organizational success?*

Employee experience as the main mediating factor

In line with previous findings, e.g. by Cotton and Hart (2003), Krekel et al. (2019), Warr (1999, cited in Kahneman, Deine and Schwarz, 1999) and Quantum & Limeade Workplace (2016) we found that the relationship between EWB and organizational success involved several mediating factors. Our results clearly indicated that the connection between EWB strategies and organizational success was not a straight one-to-one relationship, but a complex one.

Examples of mediating factors included a sustainable work-life balance, increased retention, purpose at work and trust. However, in contrast to previous research that has found that e.g., productivity, lower absenteeism, adaptability, engagement and increased retention mediate the connection between EWB and organizational success, our results showed that the mediating factors in this connection could be included in an umbrella term that we labeled as the overall employee experience. For example, our results indicated that the employee experience was improved by SAP's EWB strategy, including elements such as the formal structure, well-planned initiatives, multi-level communication, strong leadership, inclusion, visibility and value creation. Further, we found that employees' opportunities for growth and development as well as their physical environment (e.g. Psychology of Space and Learning Hierarchies described in our secondary and primary findings) were key elements in improving this experience.

In turn, we found that a more positive employee experience had an impact on employee performance as a consequence of behavioral change, including increased productivity, reaching higher sales targets and delivering better customer service. Similarly to findings from Pradhan, Dash and Jena (2017), who found that EWB had an impact on employee's decisions, e.g. to stay with the organization, we believe there is a need to emphasize that the outputs that result from a better employee experience that ultimately affect organizational performance. We argue that these outputs include positive changes in employees' behavior, their attitude towards the organization and their decisions.

We argue that SAP's EWB strategy positively impacts the overall employee experience, which results in outputs involving positive changes in employees' behavior, attitude and decisions. In turn, these outputs have a positive impact on the employees' performance, e.g. they hit higher sales targets, deliver better customer service, become more engaged and stay with the organization longer. This delivers higher financial returns for the company and hence ultimately leads to organizational success.

To add on to this argument, Sundaray (2011) found that there is a positive connection between employee engagement and revenue growth, which both our primary and secondary findings support. For example, through analysis of different indexes, SAP has found statistically significant correlations between employee engagement and revenue growth. In addition to previous findings, SAP has also found that the overall business health and culture, measured in the BHCI, is positively and significantly correlated to employee engagement as well as revenue growth. We argue that SAP's high EEI index, high operating profits, high retention rates, being ranked as the most valuable company based on market capitalization in the DAX as well as various external awards the company has won, e.g. for best workplace, are strong arguments for how SAP's EWB strategy is connected to their organizational success.

Further, the results from our study indicate that the overall employee experience could have a positive influence externally, i.e. on the organization's customer satisfaction and potential workforce. The overall attitude of the organization towards its employees extends beyond the organization, which if positive, is likely to bring additional sales to the company. For example, through creating a good work environment for employees to grow and feel fulfilled,

they will share a positive experience of working at the company and describe it as a good place to work. We argue that this could possibly result in an increase in general trust towards the company, which could make customers see them as a good collaborative partner as well as be attractive for talent.

Lastly, Hart and Cooper (2001) discussed the organizational health perspective, arguing that EWB and organizational performance were intertwined and impacted one another. Our results are aligned with such previous findings since we found that EWB and organizational success influence each other. We found that SAP's EWB strategy is multidimensional and includes the well-being of the employees, but also leaders and the organization as a whole, and in success terms it includes both non-financial and financial KPIs. We interpret that the link between EWB strategies and organizational success also depends on a holistic approach to both. Further, we found that versatility was key in creating a sustainable and successful business in the long run.

RQ2: *What are the key elements of an employee well-being strategy?*

A systematic approach and integration of the EWB strategy

Our results showed that SAP approaches EWB in an holistic manner, which is in line with the contemporary shift discussed in literature (Aldana et al., 2005; Anderson et al., 2001; Call et al., 2009). This holistic approach to EWB was a key element in SAP's EWB strategy, evident e.g. in the fact that they offer initiatives related not only to employees' physical health, but also mental, financial and social health. The Employee Assistance Program is a clear example, where employees are provided support related to different topics surrounding their well-being. Further, the EAP is available to employees' family members, which is in favor of this argument.

Further, just like Volini et. al. (2020) argued, there is a need for organizations to extend their focus to integrate well-being into all aspects of work to improve organizational performance. We argue that SAP has done so, as they have incorporated EWB into leadership and teams, as well as are working systematically to make EWB initiatives visible to the employees to ensure integration. This happens through constant feedback and communication channels like the SAP Jam. Thus, we interpret both feedback and communication as essential for integrating SAP's EWB strategy.

In order to pursue a strategy to reach set objectives, there is a need to allocate necessary resources and plan a clear course of action to do so, which has been highlighted in previous research, e.g. by Chandler (1962). Further, Wright and McMahan (1992) and Watkins (2007) emphasized that pursuing a strategy includes systematic, well-planned actions. In line with this previous research, we found that key elements in SAP's EWB strategy were similar, e.g. that it was well-planned, systematic and had resources allocated to it, specifically evident in the various initiatives offered to employees. Further, the initiatives were research-based and tried out with pilots.

However, our findings also showed that resources, especially time and money, differed on global and local level. We argue that allocation of resources could be improved internally at SAP to optimize the pursuit of the EWB strategy. For example, if Ambassadors had a specific budget allocated to promoting EWB initiatives and campaigns or had more time, they could expand their work and reach a higher degree of objectivity in the implementation process. We believe that one way to ensure this could be to bring in a local team to keep informed with the HR department, which is in line with e.g. Lengnick-Hall et al. (2009) suggestions. This could make the strategy more well-planned and increase the potential of customizing local initiatives based on more systematically proven patterns of employee needs. Thus, we argue that even if local expertise and passion are present among the Ambassadors, they might lack the consistency they need in terms of resources.

Staying agile on the inside and to the outside

Further, our findings pointed out that the need for agility in pursuing an EWB strategy is vital. We argue that SAP's ability to stay flexible to internal and external factors of change has helped them meet changing needs of their employees. This was evident in the fact that SAP has been adaptable to change internally and externally and taken into consideration changes both within human perception and awareness of well-being, but also current societal factors, such as the pandemic of Covid-19.

One example of how they have been adaptable is the implementation of the global Mental Health Day, based on their findings from a recent study that employees' stress levels were higher than their satisfaction levels (discussed in chapter four). Therefore, it is clear that this was not just a matter of feedback, as a new global initiative was actually launched based on the results. We believe that flexibility will be an essential factor in how EWB is approached

strategically in the future and the potential challenges that organizations will face in the years after the pandemic has come to an end.

Further, we argue that the pandemic circumstances have shed even more light on the need to elevate EWB to be approached in a strategic manner, as remote work has resulted in new challenges that need to be dealt with both during and after the pandemic. We hope that our findings have emphasized this need and will reach organizations' radars and that SAP's agility will be inspirational for other organizations when they develop or improve their own EWB strategies.

Building an organizational culture: Official and Unofficial Leadership

Leadership has previously been highlighted as a key when pursuing a strategic imperative, e.g. by Elridge (2019), who argued that the conversation about well-being should move further from benefits and not just go under HR responsibility, but move towards executive level. Further, Garavan (2007) discussed the importance of leadership when pursuing a strategy. Consultancy firms working with external clients in developing EWB strategies have also highlighted leadership, more specifically management training, as key.

In line with the aforementioned, our findings support that leadership was a vital aspect in the EWB strategy at SAP, not only on executive level, e.g. having an HR representative on the board and an official Global department, but especially among middle management, which SAP also invests a lot of training in. It was evident that leadership was seen as crucial, both as an element that enables the pursuit of the EWB strategy in the first place (through elevating it to an executive level), but also to ensure that middle management acts accordingly to influence employees in a positive way and spread EWB as a value.

In contrast to previous findings, our results pointed to the need for unofficial leadership spread throughout the organization. For example, even if the Health Ambassador network has been formed based on a strategic choice made by the Global team, the ones who are appointed are employees who wish to take on the responsibility for pursuing the EWB strategy in their local offices on a voluntary basis. Again, this is a role that is accepted at no extra cost and in addition to the daily heavy workload due to the passion of the Ambassadors.

Unofficial leadership was also evident in our findings that showed how the Ambassadors had

taken self-made initiatives to expand their reach, e.g. through collaborating with each other and the local Work Council. We argue that these examples show the need for unofficial leadership, i.e. employees without an official leadership title who are passionate about the EWB topic, have their own experiences to share and want to help their co-workers and SAP to shape and maintain the EWB culture. Within organizations that have not set a formal EWB strategy, such a leadership combination could be key to kick-start a transformation.

Lastly, in contrast to how the concept of strategy has been defined in previous literature, e.g. by Mintzberg (1987), Wright and McMahan (1992) and Ambler (2021), our results showed that systematic measurements were also a key element in SAP's EWB strategy. We believe that this finding adds an important element to the existing literature on strategy. The need to measure the effect of certain implementations and take action upon results, e.g. from employee surveys, feedback etc. was communicated as a vital aspect from the interviewees and something that defined the EWB strategy, including revising, improving, adding or removing initiatives, if needed.

RQ 3: *How has the process of working strategically with employee well-being developed over time?*

The readiness to deal with employee well-being

In relation to our research question concerning how the process of working strategically with EWB has changed over time, our results clearly showed that the development of EWB strategy at SAP has been a long process taking approximately twenty years. However, we believe it is important to mention that organizations worldwide have different capacities and motivations to deal with EWB. For example, large companies might have a bigger need to address EWB as more employees work within the organizations. In addition, they might also have more resources to carry out strategic activities.

We wish to extend this discussion to the readiness gap, which we discussed in the introduction as well as in the theoretical overview. We believe that organizational readiness depends on how "mature" an organization is to address a topic in a strategic manner. We argue that the maturity to deal with EWB strategically could be seen on a spectrum where organizations, who view EWB as a problem, are not mature, while organizations, who have implemented formal and well-planned initiatives and practices, are more mature. The most mature organizations are those that have integrated the EWB as a cultural asset that is

strategically addressed to enhance success.

Based on our results, we assume that SAP as an organization is mature in terms of working strategically with EWB, as the strategy has been pursued all the way from the board down and recognized as a main pillar of the company. The level of maturity at SAP was also indicated by the interviewees, who explained EWB as a business enabler. Further, one of the interviewees called EWB related initiatives at SAP as "organizational revenue", which argues for the fact that SAP shows EWB as a business income, rather than a problem that needs to be solved or a cost that needs to be reduced.

Further, this discussion could be extended to include our findings on the elements related to building an EWB focused organizational culture. This is also in line with Mintzberg's (1987) last P (perspective), which emphasized how a strategy involves the whole culture of the organization, i.e. how they view, value and visualize objectives and work accordingly to reach them. We acknowledge that it is not an easy task to culturally transform an organization, as it is not something that happens overnight. Our study has illustrated that SAP has been working on EWB for two decades and is still constantly trying to improve their strategic attempts. This was evident in the results that indicated a discrepancy in the interviewees' perceptions between the global level and the local level. However, this might have been evident only in Barcelona and hence we cannot generalize this specific finding beyond our sample.

Cooper (2014) and Accenture (2008, cited in MacLeod & Clarke, 2009) argued that the lack of internal tools or knowledge regarding how to measure ROI on HR investments could explain the readiness gap. Further, WTW (2016) argued for reasons including lack of senior support, the gap between organizations' commitment and strategic action, as well as the lack of formal alignment with the business strategy. We argue that SAP has readiness elements in place and therefore has narrowed the gap. SAP is not only implementing EWB initiatives strategically, but also following them up and measuring them. Further, the fact that SAP has a formal EWB strategy in place, which is communicated throughout the whole organization as well as aligned with the overall business strategy, indicates their readiness.

In addition, in our problematization section, we asked whether it is possible that the readiness gap to deal with EWB is related to the roots of organizational inertia. Hedberg and Ericson

(1981) made a distinction between insight inertia (organizations' inability to pay attention to problems) and meanuever inertia (the difficulty for organizations to be flexible and able to make needed changes). Österlund and Lovén (2005) argued that organizational inertia includes the unwillingness to learn, which negatively impacts organizations' flexibility. To manage such inertia and make a strategic change, managerial actions on all levels are essential. The need for action is in line with previous research by Mintzberg (1987) as well as Wright and McMahan (1992). Similarly, Aetna International (2020) argued that organizational inertia (related specifically to EWB) lied in the inability to make cultural changes, e.g. not listening to the employees, being inconsistent in communication and information towards them, as well as failing in using technology to facilitate personalization of employees' needs.

From our results, as well as our extended discussion of the concept of organizational maturity, we argue that SAP has overcome both types of organizational inertia as they have been willing to learn and been flexible in doing so through managerial action on different levels. This was evident for multiple reasons, e.g. in the fact that SAP considers feedback loops as vital in their multi-level communication, uses their IT department to build EWB solutions, has taken action globally and locally and been willing to learn by doing, i.e. been agile. They have not sat around and waited for waterproof science to come out, but rather tried, taken risks, failed, tried again and continuously improved both specific initiatives and implemented structural changes. For example, they have introduced the Health Ambassador network to pursue the EWB strategy locally. In this case, we argue that SAP has been an explorer in the journey of developing an EWB strategy, since the company has had a willingness to experiment instead of waiting for a perfect solution that might not exist.

Furthermore, we connect the discussion of readiness and level of organizational maturity to the question regarding a potential EWB crisis, that we asked in the beginning of our problematization. Organizations might be navigating through the midst of an EWB crisis, especially during the pandemic, but we argue that SAP has been better equipped to adapt to change and handle such a crisis, thanks to the strategic tools they had in place before the pandemic hit, which has allowed them to be agile to changing needs and circumstances. We argue that SAP has passed the ultimate stress test to deal with EWB, e.g. evident in the immediate introduction of the Mental Health Day and the Are You Ok? initiative. Hence, we believe that the choice of SAP has not only allowed us to investigate how the EWB strategy

has developed over time, but also how it has helped the company to react to very current circumstances in real time.

RQ4: *What are the ways for measuring the connection between employee well-being strategies and organizational success?*

Combining qualitative, quantitative and X- and O-data

Our results indicated that there is a need to systematically use a combination of quantitative and qualitative data to be able to measure the effect that EWB strategies have on organizational success and optimize the process of analysis. Thus, we argue that both methods are needed as they go hand in hand and one without the other is not sufficient. Further, as our secondary data revealed, SAP measures the complete ROI of invested euros in EWB programs through mapping indirect and direct costs, e.g. in the Join in Stay Fit initiative. This shows that they also take ROI directly into account when measuring the effect on specific EWB initiatives.

The balanced scorecard developed by Kaplan and Norton (1992) is a widely known example of how organizations can measure their performance comprehensively, without using only financial indicators. Apart from financial elements, previous research has discussed other indicators that could be used. For example, Devinney et al. (2009) included product-market performance as well as shareholder return, while Luo et al. (2011) discussed operational performance, including non-financial indicators such as customer loyalty and internal social capital. Similarly, Gallup (2017) included non-financial indicators, e.g. productivity, absenteeism and retention rates.

In addition to previous findings, we believe that our results contribute to the current research field, especially with our findings on X- and O-data. We argue that through looking at X-data, which is employee-focused (emotions, sentiments, opinions, feedback etc.), it is possible to create a deeper understanding of how this data connects to O-data, which is more commonly in place to evaluate the organizational performance to give indications of whether the business is successful or not.

Like previous research has discussed, e.g. WTW (2016), only 11% of organizations worldwide had ROI measures for EWB initiatives in place, which according to Accenture (2008, cited in MacLeod & Clarke, 2009) and Volini et al. (2020) is due to a lack of

knowledge on ROI of human capital Therefore, we argue that there is a need for organizations to look at X-data together with O-data, because O-data itself might not be enough to create a competitive advantage. In turn, this could accelerate a shift to overcome EWB as a tick-the-box exercise. It is not only about implementing EWB initiatives, but involving the employees and their inputs (the X-data) into the organization's strategic work, because X-data can explain the reasons for why the O-data has happened and hence build a stronger foundation for sustainable business decisions.

We argue that SAP has found a way to measure the ROI on EWB through their combination of qualitative and quantitative data and due to the fact that they have managed to take both types of data into account. In addition, our results showed that SAP is slightly reluctant to quantify everything, which we interpret as another argument for the need to balance these two types of data. With these findings in mind, we argue that, in today's world, an updated and more modern version of the traditional balanced scorecard could be developed.

Furthermore, SAP hired external help in the development of non-financial indexes as well as in the calculation process when measuring these indexes against operating profit, which we argue adds value to the indexes and the development process in itself, as it externally validates them. The fact that SAP has found statistically significant and positive relationships between these indexes further highlights how non-financial indicators can be measured against financial results. We argue that the indexes' and operating profits' annual increase is in favor of the argument that the EWB strategy at SAP is working.

However, we raise our awareness that hiring external help might be a costly activity that organizations are not always able to afford and that internal resources with expertise in such complicated processes might be rare. In addition, we acknowledge that it might be easier to quantify such relationships in an organization that is both sales-and profit-driven, but that the relationship might be more difficult to quantify in a smaller organization or non-profit organization.

6.2. Research limitations

We consider a few limitations that need to be addressed in this case study, which in turn could lay the basis for future research topics, both within SAP as well as beyond. On a local level,

we have only looked into SAP's two Spanish offices, which means that only one local level was included in the study. To get a more comprehensive overview of SAP's EWB strategy, more local perspectives could have benefitted the study as SAP is a global company with offices in 180 countries. We acknowledge that the EWB strategy could work differently in Spain, in comparison to other locations.

Further, we raise our awareness regarding our sample, which could have been more extensive in nature and included more participants from a global level, but as mentioned, also from the local level. However, this was due to the lack of availability on SAP's side, but also due to a limited time frame from our side, as we were constrained to a scheduled time frame. However, more time would have allowed us to gather a more substantial data set and go even deeper into our case to get a more coherent overview. We argue that the number of interviews conducted is compensated by the secondary data chapter.

Lastly, we were not investigating specific information regarding the actual calculation processes of SAP's non-financial indexes that are measured against financial outcomes. However, we argue that this would have been beyond the scope of our focus, since we wished to create an overall understanding of how EWB could be measured, not provide detailed calculation facts, which could have been a research project in itself.

6.3. Future research

As this case study has explored what it means to work strategically with EWB through investigating the case of SAP, the results of this study are seen within the context of the company and cannot be generalized beyond this specific sample. However, one of the purposes of this study was to introduce the discussion on what it means to work strategically with EWB and provide insights valuable to other organizations that wish to do so and inspire them to transform. Further, we aimed to introduce some ideas for further research.

A first suggestion would be to do a more extensive case study of SAP, in which more interviews could be carried out on a global level as well as comparing local perspectives within the organization. If resources allowed, then such a study could be complemented with a quantitative approach, investigating also the employees' perspective. Another suggestion would be to compare the role, involvement, engagement and activity level of the Health

Ambassadors worldwide. As the Ambassadors in our study found that they lacked sufficient resources to contribute fully, but the strategy was seen to work globally, it would be interesting to know how effective the strategy of the Health Ambassador network actually is and how it could be improved, e.g. through introducing an official local team.

Secondly, we argue that it would be interesting for future researchers to look more deeply into how the pandemic has affected EWB and to explore digital well-being, as this might be a concept that will be used more after the pandemic has come to an end, as well as due to ever-increasing digitalization. Further, we believe it would be useful to investigate how specific AI tools could be used to make EWB initiatives more optimized, especially in terms of customizing initiatives to fit employees in large organizations, where needs are various and diverse. Lastly, we suggest future researchers look into the possibility of calculating the effect of EWB initiatives in smaller organizations and organizations that are not profit-driven, which would be interesting since it complicates the ROI calculation. Lastly, we argue that the field of research on X-and O-data would be interesting to expand and thus suggest future researchers look into how organizations could work towards including more X-data in their businesses as a competitive tool for decision making.

6.4. Conclusion

The aim of this thesis was to find out how EWB is run as a strategic business imperative at SAP and whether this is a prerequisite for their organizational success. We wanted to investigate what the connection between an EWB strategy and organizational success was (RQ 1), what the key elements of an EWB strategy were (RQ 2), how it had developed over time (RQ 3), as well as the different ways for measuring what effect EWB initiatives have on organizational success (RQ 4).

The focus on strategic EWB has come to the fore in recent decades, as a result of digitalization and, in particular, the current Covid-19 pandemic. Research on this topic is necessary, because EWB and the process of creating, measuring and analyzing a corresponding strategy are related to organizational success.

The connection between EWB and organizational success is not a straight one-to-one relationship, but one with several mediating factors. These factors are included in the overall

employee experience, which is improved by the EWB strategy, e.g. strong leadership, inclusion, well-planned initiatives, growth- and development opportunities, the physical environment as well as an organizational culture in which EWB is promoted as a key value. The employee experience has a positive impact on employees' performance in behavioral terms, e.g. outputs such as reaching higher sales targets, delivering better customer service or deciding to stay with the organization. In turn, this has a positive impact on the organization's success, e.g. in increased revenues, operating profit and retention rates. Further, when a positive employee experience is promoted externally, it can improve the company's reputation and become more attractive for both customers and talent and hence create a competitive advantage.

There needs to be formal, internal organizational structures and processes in place that ensure EWB is dealt with strategically, both in terms of implementation, follow up and measurement, e.g. in terms of ROI. There needs to be an awareness of the multidimensionality of EWB and that it encompasses employees' physical, mental, financial and social health as well as purpose and a sustainable work-life balance. To reach systemacy in the implementation process, EWB initiatives need to be well-planned and based on employees' needs, where research and feedback loops are critical. In addition, organizational success needs to be approached holistically, e.g. taking into account both non-financial and financial KPIs. A combination of qualitative and quantitative, as well as X-and O-data, is needed to enable systematic measurements, as this can help optimize the process of analysis to make better business decisions. Further, taking action upon results gained from tracking EWB initiatives is vital to improve the strategy and to reach sustainability in the long-term.

EWB is no longer a task solely for an HR department, but something that needs to be managed as part of a business' overall strategy. Thus, awareness and knowledge need to be increased within organizations and action needs to be taken to ensure that EWB is not a tick-the-box exercise, but a cultural value integrated on all levels of the organization, especially through multi-level communication. In addition, agility to adapt to internal and external factors and leadership are needed to optimize an EWB strategy. On the one hand, official leadership, such as emphasizing the topic and making it visible on executive and managerial level and, on the other hand, unofficial leadership, where employees passionate about EWB pursue it. This combination of leadership can be transformational in enabling an organization's development, implementation, and pursuit of an EWB strategy.

Developing an EWB strategy is not an overnight activity with a final solution, but a constant process that requires involvement from various organizational levels. Organizations with strategic tools in place will be the ones who are well-equipped for future opportunities and challenges, e.g. crises, just like SAP has been adaptable to new conditions during Covid-19.

Once an organization works with EWB not as a problem that needs to be dealt with (a cost), but rather as an enabler to success (organizational revenue), readiness has been reached. Readiness can be seen as a level of maturity where EWB has become ingrained in the company's "DNA" and when the approach to well-being is extended to include not only the employees, but leaders and the entire organization. Lastly, there is a need for organizations to overcome both types of organizational inertia to become mature to deal with EWB strategically and create a successful EWB strategy that pervades throughout the organization's culture.

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Appendix 1

Interview Guides

	Plot 1 (Definition of variables)
Default Interview guide	How would you simply define employee well-being? (global/local) How would you simply define organizational success? (global/local)
Health Ambassadors (local)	-//-
Employee Experience Lead (local)	-//-
Work Council (local)	-//-
Global Health & Well-being Team	-//-
Subject Expert Matter	-//-

	Plot 2 - What are the ways for working strategically with employee well-being? (RQ 2)
Default Interview guide	What does it mean to work strategically with employee well-being at SAP? (global/local) What are the objectives for employee well-being strategy at SAP? (global) How are resources distributed to such initiatives? (global) What strategic initiatives have been introduced to increase employee well-being? (global, local) What is the structure behind well-being initiatives, i.e. how are the responsibility and resources distributed? (global/local)

Health Ambassadors	What does it mean to work strategically with employee well-being at SAP? How do you perceive the strategy of employee well-being within the organization? How is the global employee well-being strategy at SAP communicated throughout SAP, from global to local level? What role do you play in the overall employee well-being strategy at SAP? How are employee well-being initiatives set on a local level?
Employee Experience Lead	What does it mean to work strategically with employee well-being at SAP? What are the key features/characteristics of the employee well-being strategy at SAP? How is the global employee well-being strategy at SAP communicated throughout SAP, from global to local level? How are employee well-being initiatives set on a local level?
Work Council	What role do you play in the overall employee well-being strategy at SAP? How is the global employee well-being strategy at SAP communicated throughout SAP, from global to local level? How are employee welll-being initiatives set on a local level?
Global Health & Well-being Team	What does it mean to work strategically with employee well-being at SAP? How SAP figured out the need to work strategically with employee well-being? What are the key features/characteristics of the employee well-being strategy at SAP? What are the objectives for the employee well-being strategy at SAP?
Subject Expert Matter	What does it mean to work strategically with employee

	well-being? What are the key features/characteristics of the employee well-being strategy?

	Plot 3 - How are strategic employee well-being initiatives connected to organizational success? (RQ 1)
Default Interview guide	How is employee well-being connected to business outcomes? (global/local) What are the factors between employee well-being and business success? (global/local)
Health Ambassadors	-//-
Employee Experience Lead	-//-
Work Council	-//-
Global Health & Well-being Team	-//-
Subject Expert Matter	-//-

	Plot 4 - What are the ways for measuring the connection between employee well-being and organizational success? (RQ 3)
Default Interview guide	How are employee well-being initiatives measured? What are the ways for measuring the return of investment of such initiatives? (global/local) How could you act upon the measurements? (global/local)

Health Ambassadors	------ (not directed to Health Ambassadors)
Employee Experience Lead (local)	How are employee well-being initiatives measured? What are the ways for measuring the return of investment of such initiatives? How could you act upon the measurements?
Work Council	----- (not directed to the member of work council)
Global Health & Well-being Team	In what ways does SAP measure the connection between employee well-being and organizational success? What resources are needed to develop non-financial indexes? What costs are associated? What statistical tools are used to measure the indexes against financial outcomes? How to make sure that the non-financial indexes developed can be measured against operating profit/gross profit?
Subject Expert Matter	How could the return on employee well-being initiatives be measured? What are the tools needed to analyze and interpret the results (of such indexes)? Why is it important for organizations to develop non-financial indexes to measure against financial outcomes?

	Plot 5 - How has the process of working strategically with employee well-being developed over time? (RQ 4)
Default Interview guide	How did you figure out the need to work strategically with well-being? (global) How has working with employee well-being changed over time? (global/local) What does the future for employee well-being at SAP hold? (global/local)

Health Ambassadors	How working strategically with employee well-being has changed over time? What does the future for employee well-being at SAP hold?
Employee Experience Lead (local)	How working strategically with employee well-being has changed over time? What does the future for employee well-being at SAP hold?
Work Council	How working strategically with employee well-being has changed over time? What does the future for employee well-being at SAP hold?
Global Health & Well-being Team	How did you figure out the need to work strategically with well-being? How has the employee well-being strategy changed over time? What does the future for employee well-being at SAP hold?
Subject Expert Matter	Do you feel that employee well-being and health questions have been highlighted more strategically during the pandemic and why? Some research has recently shown deviating data due to the pandemic circumstances, e.g. that employee well-being has decreased, while engagement levels have maintained a stronger route. As a researcher yourself, have you noticed such deviations?

	Plot 6 - Customized plots
Default Interview guide	-----
Health Ambassadors	**Customized plot (focus: The role of Health Ambassador at SAP)** Why did you want to become an Ambassador? How does one become a Health Ambassador at SAP? What are the main objectives of having local Ambassadors?

	How do you work with employee well-being practically? How much time do you dedicate to work with tasks related to the Ambassador role? How are global initiatives communicated to you? How do you decide which of the global initiatives fit locally? How do you identify gaps on a local level?
Employee Experience Lead	**Customized plot (focus: Humanizing Business)** Why was the Humanizing Business initiative chosen to be piloted in Barcelona? What is the aim of piloting such initiatives on a local level? Why were you chosen to be part of the Humanizing Business initiative? How do you work with employee well-being on a daily basis?
Work Council	**Customized plot (focus: The role of work council in EWB strategy)** What is the function of the work council? When and why was it founded? What is your role at the work council? What role does health and well-being play in the work council? Could you tell us more about the collaboration between the work council and Health Ambassadors?
Global Health & Well-being Team	**Customized plot (focus: Global decisions)** How are employee well-being initiatives set on a global level? How are the resources distributed? How are global strategic employee well-being decisions moved across SAP, i.e. to regional and local offices? How do you decide on pilot initiatives locally? Who are the people who make sure that the strategy evolves throughout the organization?
Subject Expert Matter	**Customized plot (focus: SAP SuccessFactors)**

	Why did SAP acquire SuccessFactors in 2012? What well-being aspects do you measure through SAP SuccessFactors? Are the products provided by SAP SuccessFactors to your external clients used internally at SAP? What are the mutual gains between SAP and SAP SuccessFactors?