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INCREASING WELL-BEING THROUGH ORGANISATIONAL SUPPORT

Developing ideas for a digital event focused on
employee well-being at work

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Abstract		
<p>This research aimed to develop ideas for a digital event focused on well-being at work for the event centre Saimaa Stadiumi Oy. The main research objective was to determine which components were needed for an engaging digital event and which well-being content was of relevance.</p> <p>Three research questions were established to close this research gap and aimed to identify important aspects of a digital event, essential well-being content, an appealing program structure, and new tools and technologies that could be used for interaction, engagement, and motivation.</p> <p>The chosen research methods for this research included observations of wellness and health content technology platforms as well as interviews with professionals with prior expertise in digital events.</p> <p>With the help of the data collection findings and the theoretical framework, ideas and proposals for the digital event concerning well-being could be developed. The most important well-being aspects of the digital event as well as content suggestions, could be elaborated. Furthermore, a proposal for the setup of the webinar as well as engagement measures were suggested, and the potential implementation of the digital platform was explained in more detail. The outcome provided a truthful base for future research, including the final implementation of the digital event and further projects that could be linked for further motivational purposes.</p>		
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thesis, event, digital event, tools and technologies, well-being, well-being at work		

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1 INTRODUCTION

Through digitalisation, different industries experience extensive connectivity with new communication and interaction opportunities. Digitalisation changes society and the way of interaction, involves technological improvements and expanded possibilities. With increasing speed, the future is becoming more digital and adapting to individual needs. The digital shift and the transformation process also affect the event industry. It is no longer about organising an event in the presence and at a specific place but about the finesse and ability to implement such events digitally, and thereby not be bound to a particular location, time, or individual. The intense monologue within the industry is no longer relevant; key features are now dialogue-based concepts that create participative, interactive, and collaborative environments. According to Zanger (2019, 18), the event industry will be confronted with disruptive changes in the upcoming years with the trend toward digitalisation. Event formats, therefore, must be adapted to digital possibilities as the expectations of the participants rise quickly.

Digitalisation naturally causes technological, economic, demographic, and social changes. Businesses need to deliver a continuously strong performance to keep up with these fast changes and place a high emphasis on revolutionary business concepts and innovative processes. Employees are therefore obliged to work a “little, cheaper, better, and faster” (Cvenkel 2020, 3); hence businesses especially depend on healthy, competent, motivated, and productive employees. Therefore, well-being at work is a crucial factor that must be continuously promoted. However, due to the rapid changes in the framework and nature of work, essential needs and issues that affect the well-being of employees may quickly become side-lined and may not be given sufficient attention or are rarely pursued strategically within the business. Once said by Hilton Segel (2021): “[...] employers should prioritise well-being, which is the state of being comfortable, healthy, or happy. Businesses should treat well-being as a tangible skill, a critical business input, and a measurable outcome”.

To ensure that this important topic is kept high on the agenda of every business, the multifunctional event centre and this work's commissioning party, Saimaa Stadiumi Oy, can step in as a partner and give organisational support on a training program focused on well-being at work. To participate in the progressive, technological change, Saimaa Stadiumi Oy has the chance to rely on a digital event that effectively shares significant information about well-being at work with the help of interactive tools and innovative technologies.

Therefore, the objective of this work is to develop ideas for a digital event that attracts businesses, helps to understand the importance of well-being, and aims to promote a comfortable well-being atmosphere at work. Furthermore, due to the technological progress and the introduction of interesting digital tools and technologies, another objective is to implement the program mainly as a digital event so that every employee can participate regardless of location.

The following research questions were established to answer the research objectives in the best possible way:

1. What kind of program, tools, and content does the commissioning party need to ensure an interesting and attractive digital event concerning well-being at work?
2. Is personal interaction with other participants important within a digital event, and how can it be arranged digitally by the commissioning party?
3. Which tools and technologies should the commissioning party use to motivate and engage the participants in the program?

These research questions should be answered with the help of the theoretical framework but also with observations and expert interviews. While observations will be conducted to gain insights into the most important well-being aspects and opportunities to increase well-being, the interviews will provide a professional opinion on significant features of a digital event. Observations will be conducted

with businesses that offer well-being platforms. For the interviews, event businesses, as well as professionals, will be contacted.

Considering the limitations of this work, the observations will focus on three service providers that interact globally and already offer a well-being platform to businesses. A further limitation is to concentrate only on two to three interviews with professionals that successfully organised and implemented (digital) events.

While the first theoretical chapter deals with a deeper explanation of an event, the second theoretical part focuses on a more precise definition of well-being and well-being at work. This is followed by a brief introduction of the commissioning party Saimaa Stadiumi Oy, a detailed description of the research methods and the data collection, as well as a summary of the results. The final focus is laid on a conclusion and development proposals.

2 DEFINITION AND DISTINCTION OF EVENTS

The following chapter presents the theoretical aspects of an event relevant to this scientific work. In the first subchapters, the term “event” is defined. Moreover, its characteristics, functions, different types and formats are explained in more detail. This is followed by a definition of a smart event and how these types of events can be implemented. Lastly, integrating new tools and technologies in smart events is presented in more detail.

2.1 Definition, characteristics, and functions of events

The term “*event*” derives from the Latin “*eventus*” (derived from “*eventire*” meaning result or happening) and describes “a thing that happens or takes place, especially one of importance” (Oxford University Press 2012, 245). The term itself has become firmly established in linguistic usage and is associated with divergent meanings and associations. Rück (2018) defines the term as “happenings of all

kinds that convey experience-oriented communication messages to the target group through staging, interaction and multisensory experience between organisers, participants and service providers”. Moreover, events are organised, purpose-driven and temporal in which a group of individuals participate locally and/or through media. According to Sakschewsky and Paul (2017, 9), events are staged and planned, and a “defined group of visitors are to experience something unique or at least special in a targeted manner”. Zanger (2019, 3) describes events as “instruments of live communication events and activities that convey company or product-related communication content to the addressee in an experience-oriented approach [...]”. From the definitions given above, it can be concluded that an organised event can have different backgrounds, is limited in time, and is targeted at a specific group of visitors who can participate in person or via digital media.

An event is not an everyday occurrence; hence something extraordinary and unique. According to Jäger (2021, 15), a number of commonalities can be identified when looking at different events. A commonality is that events can be defined as *scheduled activities* that are conceived, planned, executed, and evaluated. Events are *goal-oriented* due to their specific intention or goal achievement. Moreover, events are planned as *unique experiences*, which implies that there is a positive perception within the daily routine of a participant. Further common characteristics are the *appeal to all senses*, the transmission of the feeling of being part of an *exclusive community* and the *monothematic structure* of an event. (Jäger 2021, 15.)

Events are communication tools used to achieve economic, cognitive, affective, and conative goals (Bruhn et al. 2016, 63). Still, an event distinguishes itself from other communication tools by the following three characteristics: staging, interactivity, and multisensory experience (Rück 2018). The first characteristic, *staging*, refers to the artificially created event organised by individuals for

individuals. The target audience is addressed in an extraordinary situation, which is perceived as non-commercial due to its extraordinary character, even if it is for commercial purposes. (Rück 2018.) *Interactivity* relates to personal encounters: Whether organisers, participants or involved service providers, various parties collide and are integrated into an event. The participants act as a “prosumer”, a “person who is both consumer and producer” (Markgraf 2018), and are therefore co-producer of the event experience. (Rück 2018.) The third characteristic involves the communication messages that are translated into a *multisensory experience*. Through physical stimuli, potentially all senses of a participant are addressed: Visual stimuli through sight, auditory stimuli through hearing, gustatory stimuli through taste, haptic and thermal stimuli touch and feel, as well as olfactory stimuli through smell. (Rück 2018.)

Events have played an important role in human lives since the early history of mankind in the form of celebrations or festivals (Jäger 2021, 16). Over centuries, the social significance and function of an event have changed. The function of an event can be examined from different perspectives: the idea of the use of the participant as well as the marketing- or the marketing goals perspective. The *participants' ideas of the use* could be gaining information, prestige, dispersion, socialising, cultural motivation, compensation for work or identification with other participants. (Jäger 2021, 25.) Jäger (2021), therefore, divides the different purposes of an event into three fields: The cognitive use of events serves to convey purpose-oriented knowledge and information that is assimilated, processed, and utilised by participants. This includes, e.g. conferences, workshops, or seminars. Participants receive the knowledge and information more quickly and in a targeted manner. (Jäger 2021, 25.) While the emotional use of events refers to a high entertainment value that involves distraction, diversion, entertainment, and pleasure for the participants, the social use of events focuses on imparting societal values. This arises from the contact between participants and can take place at the partner, group, or scene level. (Jäger 2021, 25.) If the function is considered from

a *marketing perspective*, events can be divided into non-commercial and commercial events. Once economic goals are pursued, the event can be seen as a communication tool or as event marketing. (Jäger 2021, 26.) From the *marketing goal perspective*, an event fulfils different functions. These functions differ according to the type of target group or participant, the staging, and the conception. While the type of target group or participant is differentiated between internal and external groups, the staging classifies between work- or leisure-oriented events. The conception is divided into the occasion- or brand-oriented events. (Jäger 2021, 27.)

2.2 Types and formats of events

To obtain a deeper understanding of the term event, the most important elements, including the definition, commonalities, and characteristics, as well as functions, were described in the previous chapter. In the following paragraphs, the diverse types and formats of an event are examined in more detail.

There is a consensus in the literature that events can be divided into typical types according to the form and format; hence here is the second distinction. While Getz (2012, 41) differentiates the event industry into six larger groups (Cultural Celebrations, Business and Trade, Arts and Entertainment, Sport and Recreation, Political and Staff, Private Functions), Nufer (2007, 41) categorises according to event marketing concepts (occasion-oriented, occasion- and brand-oriented, and brand-oriented events). A smaller and in the scope of this work, a more suitable classification of different event types is given by Jäger (2021, 31), as the author presents a more specific classification of business events. Jäger (2021, 32) first groups according to the content and then divides live events into three types: business events, cultural events, and socio-political events. While *socio-political events* are subcategorised into private and natural events, *cultural events* consist of two subcategories: sport and leisure events. *Business events* are further divided into educational events. *Business events*, also called corporate events, are often

referred to as marketing events, and are organised to achieve corporate goals. Typical formats for business events are, for example, press conferences, kick-offs, or exhibitions. (Jäger 2021, 33.) Educational events focus on knowledge development, are primarily organised in the form of seminars, workshops, or symposia, and are sometimes referred to as meetings or “MICE events” (Meetings, Incentives, Conventions and Event) in an international context (Jäger 2021, 33).

Traditional and major formats like seminars, workshops, or symposia within the business- and educational events have already been mentioned in the preceding paragraph. Moreover, Knoll (2018, 9) proposes additional formats specifically for staff motivation and training, which in this case are incentive events and round table sessions. The different formats will be defined and characterised in more detail in the next paragraphs.

Incentive events focus on employee motivation or as a kind of reward when certain business goals are achieved (Sakschewski & Paul 2017, 34). The term “incentive” reflects the character of the event, as it is described as “a thing that motivates or encourages someone to do something” (Oxford University Press 2012, 366). The goal of incentive events is to motivate employees to achieve certain economic or business-related goals. Business-related goals are, in this case, higher employee satisfaction, physical motivation, or team building. Along with leisure-oriented content, workshops can also be incorporated into incentive events. (Jäger 2021, 53.)

Round tables are characterised by their “interactive and multi-thematic nature” (Knoll 2018, 24–26). Small groups rotate and casually discuss a topic. Each session takes place in a “communicative and creative atmosphere” and focuses on the knowledge of all participants. In the context of an event, discussion topics are usually given in advance and the participants themselves decide which round table is the most interesting or relevant. The alternation between small groups motivates

interactive, co-creation, and intensive contact between participants. (Knoll 2018, 24–26.)

A **seminar** is defined as a “conference or another meeting for discussion or training” (Oxford University Press 2012, 658) and is characterised by “small learning groups, which include a fixed structure and interactive elements” (Knoll 2018, 26–27). The aim of a seminar is the acquisition, enhancement and transmission of knowledge, personal development as well as employee motivation. A seminar has similarities with workshops but comprises a high proportion of theoretical elements. Interactive elements such as discussions, exercises, and group work create an equal transmission of knowledge as well as skills. Seminars are conducted by a moderator and, if appropriate, an expert. (Knoll 2018, 26–27.)

A **symposium** can be defined as a “conference or meeting to discuss a particular academic subject” (Oxford University Press 2012, 739) and is characterised as a scientific conference with a large focus on successful practical implementation. (Knoll 2018, 31). Symposia promote knowledge networking through presentations, information exchange, stimulate discussion and deliberation, focus on open dialogues, outcome and decision making, as well as problem-solving. The basis of a symposium are lectures, poster sessions, presentations, and panel discussions. In addition, keynotes and individual sessions serve to impart knowledge and a “sustained and constructive content discussions”. (Knoll 2018, 31).

Workshops can be defined as a “meeting at which a group of people engage in intensive discussion and activity on a particular subject or project” (Oxford University Press 2012, 854). Workshops are monothematic events with a large practical component and a focus on skill-generating group activities. Typical goals are idea generation, knowledge development and problem-solving. Compared to other event formats, workshops have a large practical component, which promotes the active, goal-oriented development of solutions. In most cases, participants

have certain tools at their disposal to solve problems, generate ideas and develop deeper knowledge. (Knoll 2018, 35–36.)

2.3 Smart events and their formats

As classified in the previous chapter, there is a distinction between the business, cultural, and socio-political perspectives of an event. Live events of any type are usually equated with the idea of being in a real three-dimensional space. Interestingly, the term “live” does not “explicitly stand for the actual presence but rather for the time in which something takes place” (Knieriem & Luppold 2021, 2), such as a live broadcast of a press conference. Conversely, this means that an organised event, whether physical, digital, or hybrid, is a live event. In the end, it is all about the impact, target group and lasting results. Therefore, a further distinction is made between physical, digital and hybrid events. (Knieriem & Luppold 2021, 3.)

The *physical live event* is defined by the gathering of participants and actors at a certain time in a specific place. All interaction between the organiser and the participants happens on-site and the sense of belonging and networking arises through real encounters. The experience of a physical event can be perceived and will not be available in the same version again. It is solely an on-site event. (Holzbaur & Brommer-Kern 2021, 12.) With *digital live events*, there is no physical contact between the participants and actors. The participants take part in the event via digital media and have the opportunity to communicate and exchange information via “collaboration tools”. (Holzbaur & Brommer-Kern 2021, 12.) Therefore, this is solely an online event. Digital events are exclusively in the digital sphere and are offered and marketed online. Participants can attend digital events via desktops or mobile devices such as smartphones and tablets (Knauer 2020, 4). The event is broadcasted in real-time, which has the advantage of including live interactions such as question and answer (Q&A) sessions, live chats, surveys, or gamified elements. The implementation of a digital event has further advantages.

Keynotes and materials can be accessed afterwards irrespective of time and place. Resources, money, and time are saved, as print media, catering, and construction material can be reduced or dispensed. Moreover, a higher reach is generated, as participants are not tied to a specific location. Depending on the goal or concept of a digital event, different tools are needed to plan and implement an online event. Of importance are, for example, a registration page, a video tool, and if necessary, a media studio that takes care of the recording. (Knauer 2020, 4–5.) The combination of on-site and online events results in *hybrid live events* (Holzbaur & Brommer-Kern 2021, 12). This type of event is defined by a combination of physical and digital communication channels. Participants are either on-site or digitally connected to the event. The hybrid event focuses primarily on the transmission of an on-site event, that can be attended by the participants from different locations. The on-site event is recorded live and directly broadcasted on online channels. The purpose of a hybrid event is, among other things, to extend the reach of an event. (Holzbaur & Brommer-Kern 2021, 13–14.) While on-site participants can take part in additional formats such as workshops, virtual participants have the opportunity to share reactions and comments via emojis and text messages on online channels. Knieriem and Luppold (2022, 4) propose to define digital and hybrid events as “smart events”. The focus of a smart event is on “smart, contemporary live communication concepts that combine the possibilities of onsite and online for better target achievement”. (Knieriem & Luppold 2021, 4.)

Looking at the different event formats presented in the previous chapter, it quickly becomes clear that some have their strength in the physical implementation. However, this should not be a reason for discouragement or non-use, as some have the potential to be implemented in a digital alternative. The “traditional” formats, e.g. seminars, workshops, or round tables, can be incorporated into smart events (Knauer 2020, 23). In the next paragraphs, examples of smart events will be given, and the connection between smart events and typical event formats will be identified.

A **webinar** is the digital version of a seminar. As well as in seminars, the focus during webinars is laid on expanding knowledge and personal development. While seminars usually last a whole day or sometimes longer, webinars should have a much shorter duration. Since the knowledge is imparted exclusively via screen and the attention span in the digital space can usually lead to greater physical exertion, the sessions should have a duration of 20 to 30 minutes. During breaks, participants can enjoy a short mental rest with some movement, food, or drink. The webinar is usually guided by a moderator and, if necessary, supported by an expert. (Knauer 2020, 24.)

Breakout sessions can be compared to workshops. The aim is to exchange and work on projects or knowledge elements in small groups. In the digital version, the instructor of a workshop becomes the moderator and “accompanies the creative development process of the group work”. (Knauer 2020, 25.) In breakout sessions, it is important to proceed in a structured approach, to form smaller groups, and not to share thoughts in a jumbled sequence but rather one after another. Results can be recorded on a digital whiteboard, just like in a workshop. (Knauer 2020, 25.)

Digital round table sessions are particularly suitable for networking, discussions, and brainstorming. Defined communications rules are essential for the digital implementation. Different digital rooms represent the digital round table and must be created to switch from one conversation to another. It is advisable to limit the number of participants on each digital table to facilitate communication. In each digital room, a moderator should define the “rules of the game”. (Knauer 2020, 24.) Participants can show that they want to share ideas or thoughts by raising a digital hand sign. Once the participant is called upon by the moderator, they can share their thoughts. (Knauer 2020, 24.)

Video conferences are sequential and consecutive symposia or seminars, that are carried out online (Knoll 2017, 179). The aim is to address a large audience,

as there are no location boundaries, but also to convey information about a relevant topic. Video conferencing is mostly done through tools like Microsoft Teams, Zoom, Big Blue Button or WebEx. As well as with seminars or symposia, within a video conference, different speakers give keynote lectures and presentations on a specific topic for training purposes and/or knowledge transfer. As in other digital formats, it is important to consider the shorter attention spans of the participants and to involve attendees with interactive tools. Discussions and Q&A sessions, as well as breakout groups can be included to involve and motivate participants and lighten the atmosphere. (Knieriem & Luppold 2021, 18–20.)

The examples given above indicate that various formats are also suited for a smart event. Yet, it is necessary to consider different factors in the design of the smart event: A clear user journey should be provided so that the participants can easily understand and use the access to the event as well as its tools. Monotonous one-way communication should be avoided, and emphasis should be laid on the "targeted activation and involvement of participants, forming interaction, information exchange and the community experience". (Knieriem & Luppold 2021, 46.) In addition, high-quality, concise, but also diverse content is essential to captivate, inspire and motivate the participants. (Knieriem & Luppold 2021, 46.)

2.4 Incorporation of new tools and technologies in smart events

The preceding chapter illustrated that live events do not necessarily have to be conducted on-site and in physical form. Smart events, that are either implemented digitally or hybrid and have emerged through digitalisation also have high potential. The importance of engaging and motivating participants in a digital or hybrid event format was emphasised, as it leads to a stronger identification and deeper knowledge transfer of the participant. During the development of a smart event, it is needed to consider essential elements, such as interaction, information exchange and community experience, surprising haptic moments, as well as a well-elaborated dramaturgy (Knieriem & Luppold 2021, 44–45). Through the

support of interactive tools and new technologies, these factors can be successfully implemented.

An attractive technology that can be incorporated into smart events is gamification. It has become increasingly popular over the last years and is often used in marketing, sales, recruiting or training, as it does influence not only engagement but also motivation and performance (Faust 2021, 1). Gamification can be defined as “the idea of using game design elements in a non-game context to motivate and increase user activity and retention” (Deterding et al. 2011, 9). Gamified elements in smart events can be of good use, as events and games have the same features: Both “can provoke positive emotions and structure experience through the players” (Deterding et al. 2011, 9). Using gamification in smart events can have different objectives: It promotes the motivation of the participant, as either the intrinsic or extrinsic motivation is stimulated. Sennett (2021) describes intrinsic motivation as “performing a task because it’s personally rewarding to you” and extrinsic motivation as “completing a task or exhibiting a behaviour because of outside causes such as avoiding punishment or receiving a reward”. Gamification also serves to foster performance, as game mechanics such as progress bars or level indicators stimulate a goal setting and feedback function. Moreover, it aims to encourage participation, as habitual activities can be made more attractive and enable interaction between users (Wesseloh & Schumann, 2019, 8). Since participants of a smart event pursue the same goal and therefore develop a group dynamic, a “powerful sense of togetherness, solidarity and social connection” emerges (Moise & Cruceru 2014, 187–188). To ensure that all participants do not lose interest, the gamified elements such as the “complexity, number of rules, or the effort to achieve a goal or the goals of the game” (Moise & Cruceru 2014, 186) should not be designed too difficult or long. Certain rewards can be integrated into the course of the game. However, it is important to consider the aspect of motivational orientation. A distinction is made here between meaningful and reward-based gamification. Reward-based approaches are focused on achieving

short-term, extrinsic motivation. The meaningful approach concentrates on “creating or promoting long-term, intrinsic motivation”. (Wesseloh & Schumann 2019, 5.)

To design a smart event interactively and involve, motivate, and engage participants, audience response systems (ARS) can be incorporated. ARS are technical devices or applications that should increase the interaction in an event and between an instructor, expert or moderator and the participants. (Siebert 2022.) Moreover, the devices or applications support “attention, interaction, and active thinking” (Quibeldey-Cirke 2018, 810) within an event. Typical ARS are, e.g. interactive Q&A sessions, voting or polls, virtual whiteboards, knowledge checks or feedback information.

Interactive Q&A sessions allow the participants to ask questions easily. Depending on the software used, the moderators can assess the questions and release appropriate ones to the group via a separate device. Participants can decide for themselves whether a question is relevant and interesting and can vote. The more votes a question has, the higher it appears on the separate device. Thereby, popular questions can be answered more quickly. (Mentimeter 2022.)

Interactive voting or polls can be used to gain information and opinions and increases the engagement of the participants. Questions can be answered by the participants in a few seconds and the voting results can be quickly and efficiently integrated into the event in various visualisations. (Mentimeter 2022.)

Interactive knowledge checks can be conducted in different forms. Knowledge checks are particularly helpful in recalling specific knowledge in the participants’ memory but also to evaluate the level of knowledge of an individual or the group. Interactive knowledge checks can be executed classically in a question-and-answer mode or a game mode. In the game mode, questions and scores are set

by the moderator. Participants can play against each other or in groups. The knowledge is tested and assessed in a playful manner. (Tedme 2021.)

Interactive feedback forms can be sent directly to the participant after the event. Depending on the duration of the event, these questionnaires can be answered within days or weeks. In addition, feedback forms can be used prior to an event to determine the participants' moods or specific areas of interest. (Tedme 2021.)

Virtual whiteboards support virtual collaboration and increase the productivity and idea generation of participants. The advantage of a virtual whiteboard is that graphics, tables, post-its and ideas can be effectively integrated regardless of location. Virtual whiteboards can be edited simultaneously and used for brainstorming, mind mapping, organising, and planning. (Siebert 2022.)

3 DEFINITION OF WELL-BEING AND WELL-BEING AT WORK

The upcoming chapter presents the theoretical background of well-being and well-being at work. While the first subchapter focuses on defining well-being and well-being at work, the second will address the multidimensional well-being paradigm, which represents a more holistic approach to well-being at work. This is followed by explaining how businesses can support the employees in their well-being by providing work health promotions. Lastly, tools and technologies that can support well-being at work and encourage employees to join work health promotions will be presented.

3.1 Definition of well-being and well-being at work

The term “well-being” describes “the state of being comfortable, healthy, or happy” (Oxford University Press 2012, 839). Well-being is often compared with the term “happiness”. However, well-being does illuminate not only the momentary state but consists of a much larger concept: It involves happiness, resilience, purpose and

“how satisfied people are with their lives as a whole”. (Michaelson et al. 2012, 8.) The term well-being is therefore widely discussed and offers a variety of descriptions. Kesebir and Diener (2008, 118) suggest that well-being consists of “general components that include life satisfaction, satisfaction with important life domains, positive affect, and low levels of negative affect”. Michaelson et al. (2012) describe well-being as “how people feel and how they function, both on a personal and a social level, and how they evaluate their lives as a whole”. Hasson and Butler (2020, 19) believe that well-being occurs “when a person is able to enjoy life and has the resources to draw on to manage life’s ups and downs without feeling overly stressed”. Concluding all definitions given, well-being consists of different components, that are related to positive and negative effects. While life satisfaction plays a vital role, other important factors are resilience and the ability to handle difficulties and challenges.

Although well-being is defined in various terms, it is still subjective. The main point here is that each person has their thoughts, perceptions and beliefs that influence personal well-being. To understand subjective well-being, Hasson and Butler (2020, 23–24) have given a relevant example: How a person feels and deals with the experience of depression or anxiety and how this experience affects the individual well-being, naturally varies depending on the person’s account of experience, reaction, and response; hence each individual perceives the experience differently and, depending on the individual, the well-being is also influenced differently. (Hasson & Butler 2020, 23–24.)

In literature, well-being is often divided into three different dimensions that concentrate on psychological, physical, and social well-being (Rahman et al. 2020, 19; Johnsen et al. 2018, 3; Cvenkel 2020, 13). *Psychological well-being* consists of the experience of pleasure (hedonic well-being) and human flourishing (eudaimonic well-being), which is related to self-acceptance, purpose and meaning of life, positive interpersonal relationships, personal growth, and autonomy

(Pressman et al. 2013, 2048–2049). *Physical well-being* refers to the satisfaction with physical and mental health, reflects “individuals realising their fullest wellness potential” (Pressman et al. 2013, 2050) and can be influenced by sports, exercise, and a balanced diet. *Social well-being* relates to the “ability to build and maintain good relationships with others” and to the “sense of belonging and social inclusion” (Hasson & Butler 2020, 19).

Looking at well-being from a broader perspective, it can be associated with “work-life balance, wellness management programs, job satisfaction, job-related well-being, and contentment” (Cvenkel 2020, 13–14). From this perspective, it is evident that well-being, work, and health can be closely interrelated. Well-being and health in the workplace, therefore, play an integral role. There is a diverse array of meanings, definitions, and forms for workplace well-being. Different terminologies are used, such as workplace well-being, health- and well-being at work, and employee well-being, but all refer to the same concept. In the scope of this work, the term well-being at work (WAW) will be used. Authors agree that WAW is a “complex concept with many dimensions” (Cvenkel 2020, 68). Cvenkel (2020, 28) defines WAW as “employee welfare that includes different domains that promote individual’s well-being” and emphasises that organisational social actors should promote employee well-being, organisational practices, policies, and programs that aim to maintain a positive work experience and functioning employees. Anttonen et al. (2008, 17) describe WAW as “safe, healthy, and productive work in a well-led organisation by competent workers and work communities who see their job as meaningful and rewarding (...)”. Another definition of WAW is given by Raham (2020, 5) and reflects that “it can be viewed as an employee’s overall experience and functioning at work that involves psychological, physical and social dimensions of well-being”. As mentioned in the last definition of Raham, WAW can also be influenced by the three dimensions of well-being, that have already been described above. The psychological dimension deals with attitudes, emotions, and satisfaction concerning work; the physical dimension relates to employees’ safety

and health at work and the social dimension to teamwork, interpersonal relations, and management styles (Cvenkel 2020, 68).

3.2 Multidimensional well-being paradigm

In the preliminary chapter, the concept of well-being and well-being at work was explained in more detail, and it was shown that both could be linked to the psychological, physical, and social dimensions.

After conducting research in the field of the evaluation of workplace well-being, Cvenkel (2020, 30) argues that well-being at work should not only be considered from the psychological, physical, and social dimensions but that a broader perspective should be examined. The results of the research have shown that “well-being at work goes beyond wellness management initiatives, work-life balance, satisfaction, contentment, anxiety, and fulfilment”. Moreover, a range of individual, group and organisational factors should be considered that promote and maintain the employment relationship and WAW. (Cvenkel 2020, 347.) For this reason, Cvenkel (2020) focused on a more holistic approach to WAW and conceived a multidimensional paradigm that represents the individual, group, and organisational perspectives and sixteen individual well-being domains that relate to a perspective. The aim of the multidimensional paradigm is to understand and consider the diverse layers of well-being that help to facilitate positive employee relations, perceived organisational support, leader-member exchange, positive well-being, and reduction in absence as well as mental ill-health. (Cvenkel 2020, 54.) All three perspectives and correlating domains will be described in the next paragraphs in more detail.

The ***individual well-being perspective*** focuses on the whole person and can be influenced by a number of workplace factors that relate to the individual’s “quality of working life and well-being at work” (Cvenkel 2020, 31). Cvenkel (2020, 31) captured nine key domains under the individual well-being perspective:

“psychological, physical, intellectual, mental health, material/rewards, career, spiritual, financial, and work/family well-being”. In the paradigm context, *psychological well-being* can be affected by various elements, such as job satisfaction, influence over job, contentment, sense of purpose, identity, flexibility, job demands, personal choice, trust, desire for goals and challenges, and feeling valued or equal opportunities. Moreover, it is outlined that domains like bullying, harassment, violence, or discrimination harm the psychological well-being and result in power imbalance, a hostile working environment and can have not only a significant impact on the individuals’ perspective but also on the team and organisational levels. (Cvenkel 2020, 31–37.) *Physical well-being* concentrates on elements such as physical and mental health, stress management, a safe working environment, physical comfort, and security. Physical well-being at work can be improved by providing less uncertainty at work, decreasing mental and physical work demands as well as physical exercise. Moreover, promoting physical well-being and health can lead to a reduced level of employee absence and increased energy and concentration levels. Examples of the promotion of physical well-being include offering sufficient and relaxing breaks, meditation, lunchtime walks, healthy eating and snacking, encouraging sports activities like cycling to work and generally sharing information about the importance of physical well-being. (Cvenkel 2020, 37–38.) *Intellectual well-being* focuses on the creativity and mental ability of individuals. Key elements of this domain are job design, training and development, creativity, curiosity and keeping the minds of employees active. Intellectual well-being is all about coaching and mentoring employees to encourage personal development and creativity, allow transformation and broaden individuals’ skills and experiences. (Cvenkel 2020, 38.) *Mental health well-being* considers elements which deal with, e.g. work stress, sickness absence, depression, or anxiety. As a dominant factor for employee sickness and absenteeism is mental ill-health, there is a high need to educate and support individuals in this area. (Cvenkel 2020, 38.) Promoting mental health well-being includes, for example, increasing awareness of mental health issues across an organisation by providing

training concerning stress management or mental health conditions. Moreover, managerial positions should act as role models and convey a “positive, supportive and accommodating towards employees”. (Cvenkel 2020, 39.) *Material/Reward well-being* consists of elements that include fair reward strategies, non-cash benefits, or pay schemes. Including these elements into the employment relationship does not only help employees with performance issues and work needs, but it can influence the perception of fairness of WAW and can lead to a more motivated and productive environment. While financial rewards include, e.g. pay schemes, bonuses, incentives, and benefits, non-financial are recognition schemes that support, reward, and recognise employees’ behaviours. (Cvenkel 2020, 40.) *Career well-being* concentrates on elements such as devotion to career, profession, or career development. It represents the motivation to work of an individual, identification, and satisfaction with the professional development. Recognised and valued career well-being can lead to professional growth, satisfaction, enhanced performance, and reduced absenteeism. (Cvenkel 2020, 42.) *Spiritual well-being* is defined by elements such as the meaning and purpose of life or having a “sense of connection to those things that are larger than ourselves” (Cvenkel 2020, 42). Spiritual well-being can help to overcome emotional anxiety or complexities at the workplace and should increase honesty, trust within the business and individuals’ fulfilment and commitment toward business goals (Cvenkel 2020, 42). *Financial well-being* considers elements such as financial needs or appropriate reward benefit choices and can improve productivity and other well-being domains. It is defined by people having control over finances, the ability to respond to unpredictable financial expenses or to meet financial goals that allow enjoying life. Poor financial well-being can lead to absenteeism, mental illness, and stress. This can be prevented by offering training and support from external consultants or specialised staff concerning benefit suggestions, financial forecasting or savings and investment. (Cvenkel 2020, 42–43.) *Work/life well-being* deals with elements such as work/life conflicts, life changes or family time under pressure. These issues arise when working hours become longer and there is

organisational pressure. It can have negative effects on employees' health, productivity, and satisfaction. Here businesses must offer family-friendly policies and ensure a balance between life and work. (Cvenkel 2020, 44.)

The ***group well-being perspective*** deals with social actors and interrelationships. The three key domains within the group well-being perspective are social, compassionate and relational leadership, as well as stakeholders' well-being. *Social well-being* focuses on interpersonal relationships with other people and communities (Cvenkel 2020, 45). Elements that influence social well-being can be, e.g. fair treatment, trust, support, leader-member exchange, or social networks. With social well-being, it is vital that employees feel supported and trusted by supervisors as these relationships can promote employee well-being. As a culture of blame and reduced social well-being can lead to fear, stifle creativity or higher risk tolerance, a line management approach and a "head-heart" connection between a supervisor and employee is an efficient step "towards the enhancement of social well-being in organisations". (Cvenkel 2020, 46.) *Compassionate and relational leadership well-being* concentrates on how management positions can enhance employees' and leaders' well-being by developing social and interpersonal skills of empathy and compassion (Cvenkel 2020, 46). Key elements in this domain are non-judgemental behaviour, tolerance for personal distress, caring for employees, and encouraging close relationships. Low compassion and empathy in a business can be associated with unethical practices and can lead to the feeling of being undervalued and not appreciated, as well as reduced employee well-being and performance. (Cvenkel 2020, 47.) Compassionate and empathic leadership approaches promote the culture of an organisation and bring positive benefits: supportive behaviour, stronger relationships between employees, shared values, assumptions and beliefs and a healthy employment relationship. (Cvenkel 2020, 49.) *Stakeholder well-being* can be linked to elements such as stakeholders' demands, community empowerment and relationship with stakeholders. Employees value a stable relationship with external stakeholders or parties; hence

the more collective and qualitative the relationship, the higher the well-being at work. Likewise, external parties advocate working with a business that facilitates good governance, fair work practices and corporate social responsibilities. Once these factors are implemented, employees can provide high-quality standards to stakeholders, which then enhances the well-being of stakeholders. (Cvenkel 2020, 49.)

Lastly, the **organisational well-being perspective** focuses on humanistic human resource practices, well-being management in the workplace, healthy work, organisation context and environment. This perspective influences the individual and group experience of the employment relationship by the interaction occurring in the work organisational context. There are four well-being domains, which focus on humanistic and fair practices, organisational financial, wellness management and healthy work/organisation well-being (Cvenkel 2020, 49). *Humanistic and fair practices* consider elements such as reward strategies, working time arrangement, teamwork, fair treatment, or employee involvement. These elements are all linked to the three perspectives described above and can enhance job satisfaction, employee commitment, and general well-being. (Cvenkel 2020, 50.) *Organisational financial well-being* focuses on the financial well-being of the business and can be influenced by economic changes. Typical elements in the context of organisational financial well-being are financial difficulties, pay, financial health or workplace financial education. Unstable organisational financial well-being can have implications on job security or increased workloads and can lead to job-related stress as well as mental ill-health. Therefore, organisational financial well-being is important as it ensures that employees have enjoyable and meaningful work in a healthy environment. (Cvenkel 2020, 51.) *Wellness management well-being* focuses on workplace well-being as well as wellness management and consists of elements such as health promotion, employee support and other initiatives that support employees. Workplace wellness has to be considered from different viewpoints such as gender, age groups, health

conditions or diversity. Wellness programs can be promoted in diverse ways and convey knowledge about, e.g. mental health, values or principles, personal growth, finance, or lifestyle choices. (Cvenkel 2020, 52.) *Healthy work/organisation well-being* looks at effective policies that deal with various aspects of employment such as diversity and inclusion, work-life balance, communication and consultation, or engagement. Businesses, that consider these aspects, are more likely to create a productive environment, better relationships, effective team working and more motivated employees. Businesses that promote and pursue healthy work/organisation well-being are considered as “employers of best practice” and are highly demanded under employees. (Cvenkel 2020, 52–53.)

3.3 Workplace health promotion

The preliminary chapter focused on the multidimensional well-being paradigm, which highlighted the three perspectives of well-being at work and the relating domains. Often, it was emphasised that WAW, either for individuals, a group, or an organisation, can be negatively affected by factors such as stress, work-life conflicts, or “inadequate human resource management and a lack of organisational support” (Crowther & Seifi 2021, 431). Moreover, it was explained that these factors lead to a low level of WAW and can cause job dissatisfaction, decreased productivity, absenteeism, or mental ill-health among employees. As every business depends on a healthy, productive, and motivated workforce, the employees should be particularly valued and supported. This means that WAW must be integrated into the business model not as an add-on or nice-to-have but as a key focus (Institute of Personnel and Development 2021, 4).

WAW can be promoted by developing measures that increase and foster employee well-being. This can be accomplished by introducing workplace health promotions. Workplace Health Promotions (WHP) can be understood as “the combined efforts of employers, employees and society to improve health and well-being of people at work” (ENWHP 2022). WHP aim to encourage personal development, promote

active participation, and improve the working environment as well as the work organisation (ENWHP 2022).

To effectively integrate workplace health promotions, businesses should first gain an overview of what might cause unbalanced WAW, which promotions are already introduced and how effective these measures are (Hasson & Butler 2020, 53). WHP is only efficient when well-being at work is perceived and taken seriously by all individuals. Moreover, managerial positions should play a vital role in committing to and shaping well-being within an organisation. (Hasson & Butler 2020, 58.) It is important to raise awareness for WHP that can encourage and normalise discussion about well-being at work or mental health. (Hasson & Butler 2020, 61–62). Informing, listening, and involving employees in new WHP or changes can be beneficial, as it builds trust and gives the feeling of sharing the same goal or purpose. Employees' ideas and suggestions for new or existing WHP should be taken into consideration and, if possible, incorporated into new strategies or approaches. Lastly, encouraging employees from all levels to actively join workplace health promotion helps to foster WAW. Any personal development is a benefit for the individual, the group, or the organisation. (Hasson & Butler 2020, 75.)

WHP can be implemented in various areas within a business that concern, for example, employees' work-life balance, lifestyles, health, or mental health. On the other hand, WHP can also be introduced for organisational purposes that positively affect the corporate culture, staff leadership and development, or health in the workplace. Research in the field of WAW revealed that there are key factors that are of high interest to employees, managerial positions, or the business itself. (Cvenkel 2020, 246.) The following paragraphs will list health and well-being initiatives, that can promote work-life balance satisfaction and well-being at work.

Introduce flexible working. Flexible working arrangements offer a variety of options, which include, e.g. flexitime, reduced hours, a compressed workweek, telecommuting, leaves or sabbaticals. With *flexitime*, employees can decide more flexibly when to start and finish work. Here, the employer sets a range of start and finish times. *Compressed work* can be a temporary or permanent agreement and employees work fewer than a standard hours work week. *Compressed work* weeks allow employees to increase working hours per day/week in order to get a day off or finish earlier on other days. By *telecommuting*, employees can decide for themselves whether to work from home, a different location, or the office. *Leaves or sabbaticals* can be paid or unpaid leaves for health care, family, education, or leisure reasons. (CCOHS 2022.)

Promote a comfortable work environment. The business could provide specific areas for relaxation, sports, or social activities. Workplaces should be ergonomic and efficiently designed to create a healthy, comfortable, and social working environment. Moreover, it is important to promote a fair, respectful and appreciative environment at work where all employees feel comfortable. (Cvenkel 2020, 250.)

Hire professional staff for various purposes. A *work-life balance and well-being coach* focuses on staff with any matters concerning health, well-being, or work-life balance. The coach can be hired to intervene as a professional if stress levels are unbearable and act as a neutral contact person if these matters do not want to be discussed with managerial positions or colleagues. (Cvenkel 2020, 248.) A *dietitian* can educate and support employees who have difficulties with weight or health and can give workshops on healthy cooking, eating habits or living. Introducing an *Employee Assistance Program* (EAP) is another option to promote and foster well-being at work. EAP are holistic and preventive short-term advisory services on health, professional and personal issues according to the concept of “helping people to help themselves”. (U.S. Office of Personnel Management 2022.) Moreover, external training and workshops can be offered to employees to

enhance knowledge in the area of leadership, health, working arrangements, physical activities, lifestyle as well as mindfulness and appreciation.

Promote a healthy eating lifestyle. Encouraging employees to pursue a healthy lifestyle can be promoted in various ways. Healthy eating can be promoted by offering, e.g. canteens that have nutritious meals instead of fast-food dishes. Moreover, kitchen facilities in the office can be provided to prepare and store own meals, rather than getting ready-made food from outside. Water coolers can be installed within the businesses so that employees stay hydrated and healthy snacks like fruit, vegetables or alternative sweets can be placed in high-traffic areas. (Cvenkel 2020, 248.) Moreover, businesses can team up with local cooking schools or health organisations in order to provide discounts to workshops or info sessions. Also, a business group health plan can be implemented, where important information and activities are listed, as well as the progress of individual employees can be announced. (Cvenkel 2020, 249.)

Promote physical activities. Physical activities can be promoted in various ways. Employers should be encouraged to take breaks and use this time for, e.g. meditation or exercise. A business could provide a special area where guided sports activities are offered or where individuals can do exercise for themselves. In addition, businesses can promote training or information sessions concerning weight loss, new sports activities, preventive sports programs or stopping smoking. Businesses can team up with local gyms, and employees can join exercise classes for less money. Another opportunity is to encourage employees to create groups for running, playing football or similar sports activities. Moreover, employers can support their employees by financing sports equipment (e.g. bicycles, rollers), which can then be used for commuting to work. (SHRM 2019, 17.)

Introduce fun activities at work. Fun at work and recreational activities especially support the social well-being of employees. Businesses could establish areas with

table tennis tables, consoles, or board games, where colleagues can meet for social interaction during their breaks and relax from stressful situations. Fun challenges, like sports competitions or cooking contests, can be arranged to promote physical activities or healthy living. (Cvenkel 2020, 251.)

3.4 Promoting well-being through tools and technology

The preliminary chapter focused on how WAW can be promoted by the employer. Various initiatives of work health promotions like healthy eating, physical or fun activities but also encouraging a comfortable environment or flexible working have been discussed. Once the business offers certain programs, training, or promotions and wants to support employees in their well-being, the question is how to introduce and share these promotions with the employee so that they are interested and motivated to participate.

A well-being or health software is a common option that businesses are already taking advantage of. These are usually offered by external service providers and allow the employer to take preventive measures concerning well-being and health at work. The software can be used for different aspects that focus on fitness, healthy eating and lifestyle, mental health, and appreciation, as well as for employee engagement or recognition. (Capterra 2022.) Generally, this software aims to provide a global and interactive platform where employees can individually track, work, and improve their well-being and health but also to establish a connected, engaged, and healthy workforce (Wellspace 2022). Depending on the software, different service options are offered, such as learning modules, training, information, activity tracking as well as individual and group activities. The usage of well-being and health software lists many advantages, such as creating a more motivated and productive team environment, supporting employees in their work-life balance and retention, or reducing employee absence or health issues. (Wellspace 2022.)

Using software or an app is already an efficient tool to communicate well-being promotions to employees. To design these tools even more attractive and motivate employees to engage in well-being, gamified elements can be implemented. Gamification has already been mentioned in chapter 2.4 and describes “the use of game design elements in non-game contexts” (Deterding et al. 2011, 9). Research has shown that gamification has “positive effects on well-being, personal growth, stress, and anxiety” and can also influence wellness, relaxation as well as concentration (Tolks et al. 2019, 3). According to Johnsen et al. (2016, 91), using gamification for health and well-being behaviour change has several advantages. Firstly, gamified systems *stimulate intrinsic motivation*, which can then lead to better absorption of knowledge and continued performance of health and well-being behaviours. The personal transmission of knowledge may, for example, “lack sustained appeal”, or lead to employees feeling social pressure or participating due to overt rewards (extrinsic motivation). (Johnson et al. 2016, 91.) Mobile technologies and their powerful capacities (e.g. sensor, processor, memory, display) are particularly suitable to connect everyday health behaviour with gamification. The gamified applications that can be either used on personal smartphones or corporate devices offer *broad and easy accessibility*. (Johnson et al. 2016, 91.) In addition, gamification offers a *wide range of applicability*. Depending on the business's interest and importance, different well-being topics, such as nutrition, psychological, physical, or social well-being can be linked to the application. Johnsen et al. (2016, 91) also argue that expanding and upgrading existing systems or developing new ideas may be *faster, more cost-effective and more scalable* than developing a completely new well-being program. By integrating gamified elements into everyday life, employees can use mobile devices and activity monitors that take all measurable daily activities into account. While conventional health games usually require dedicated time, gamification focuses on “reshaping ongoing everyday behaviours in a way that well-being is promoted”. (Johnson et al. 2016, 91.) Lastly, gamified applications are designed to promote well-being and provide positive experiences that simultaneously satisfy

basic psychological, physical, and social needs, such as emotion, engagement, relationships, meaning and achievement. (Johnson et al. 2016, 91.)

An example of using gamification to raise awareness and improve well-being is the web-based application developed by the Mental Health Foundation New Zealand. The game lets the player document daily activities and classify them into five different categories that concern well-being. The categorisation leads to a greater awareness of well-being topics and motivates to engage more often in such activities. Users can team up with others and create team events to work together. Well-being elements, such as points, badges or leader boards motivate users to participate in the game. (Tolks et al. 2019, 4.)

4 COMMISSIONING PARTY

Saimaa Stadiumi Oy is a multifunctional sports, activity, and event centre in Kalevankangas, Mikkeli, Finland. Since 2018, it has been one of the best known and most used leisure facilities in southern Finland, as it does serve not only the individual customer but also families, businesses, and clubs. The centre was planned and implemented by the City of Mikkeli, the South-Eastern Finland University of Applied Science (Xamk), the Finish Youth College, and various local and national investors. (Saimaa Stadiumi 2022.)

A part of the stadium is occupied by the Active Life Lab of the university of Xamk. The research and development unit pursues the goal of increasing individuals' health through moderate well-being services. This includes systematically collecting information on the effectiveness of social services, conducting research to develop services, and then putting the information into practice to promote well-being. (Saimaa Stadiumi 2022.)

Saimaa Stadiumi Oy can also be of interest to businesses, as the location offers various meeting spaces, recreation and adventure activities, as well as the ability

to host business events and celebrations. Moreover, in collaboration with the Xamk Active Life Lab and the occupational health service Etelä-Savo työterveys, businesses can sign up for the service concept “Wellness Campus 2.0”, which supports customers in developing well-being at work. (Saimaa Stadiumi 2022.)

Another attractive part of the stadium, especially for sports enthusiasts, families, and sports clubs, is the sports complex, which offers a variety of indoor- and outdoor activities, such as a running track, a climbing wall, a gym, and an activity area.

Saimaa Stadiumi Oy agreed to commission the research of this paper to gain insights and ideas into digital events that could be implemented in the area of well-being at work. An ideal result of this research for the company would be getting a deeper understanding of where to focus when hosting and benchmarking a digital well-being event.

5 RESEARCH METHODS AND DATA COLLECTION

To analyse and answer the predefined research questions of this work, it is necessary to conduct empirical research. Depending on the problem or question of the research project, various methods and techniques of empirical research are suitable to obtain deeper insights. In the following subchapters, quantitative and qualitative research methods are first defined. This is followed by an explanation of which qualitative methods have been chosen for the data collection of this work. Afterwards, the data collection procedure, as well as the analysis approach for both research methods, will be explained in more detail. In each sub-chapter, the background theory is first presented, which is then followed by a description of the practical approach.

5.1 Description of the research methods

In the context of this work, quantitative or qualitative research methods can be considered to gain relevant data to answer the research questions. While *quantitative research* is rather object-related and aims to identify explanations and relationships, qualitative research focuses on the interpretative approach and subject-related understanding (Reinders et al. 2011, 48). Quantitative research methods use statistical or numerical data and aim to test theories or hypotheses for provisional validity. Characteristics found in the theoretical framework are transformed into measurable variables that can then be used to test the validity of the theory by analysing the collected data. Typical methods for quantitative research are, for example, questionnaires, competence tests or experiments. (Reinders et al. 2011, 49.) *Qualitative research* methods consider several research questions to which answers are sought and distinguish themselves from quantitative methods by their “high degree of openness to the research context and the views of persons or factors interviewed/observed” (Reinders et al. 2011, 50). Qualitative research is particularly characterised by its interpretive approach; hence the researcher should be open-minded and curious about other people’s opinions or experiences. Possible methods to conduct qualitative research are observations, interviews, focus groups or ethnographic research. (Hennink et al. 2020, 8.)

In order to find suitable research methods for this work, the theoretical framework was first analysed to evaluate whether qualitative or quantitative research was needed. Furthermore, the research questions were reviewed to determine which research methods were suitable to gain appropriate answers. The examination revealed that a dynamic research process with a high degree of openness to collect data was needed to timely evaluate the information; hence the qualitative research was selected. Two research methods, the observation and the interview, were chosen to gain deeper insights to provide efficient proposals and ideas and answer the research questions.

The qualitative research approach was selected for this work as this approach aimed to explore unknown phenomena and develop new theories, ideas, and models (Hennink et al. 2020, 164, 199, 203, 230). The chosen methods guaranteed a deeper insight into decision-making criteria or motivational structures. Findings could be interpreted contextually and were not presented quantitatively. Moreover, the data was collected in a transparent and practice-oriented way where interviewees could present their subjective views. The focus of this work was not on hard facts and figures but on professionals' opinions and the exploration of existing fields that reflected the central elements of digital events and well-being.

Both research methods, that were utilised for this work, will be defined in more detail in the following paragraphs. Moreover, it is explained why observations and interviews are beneficial and were selected for the data collection.

Interview. The interview is defined as “a meeting of people face to face, especially for consultation” (Oxford University Press 2012, 381) or a “conversation with a purpose” (Hennink et al. 2020, 153) and is used to gain new knowledge by questioning other individuals, who are presumed to have the relevant knowledge. Interviews can be organised in various structures and while some are planned and tightly structured, others are more spontaneous and free-flowing. Depending on the research project, purpose or goal, the researcher can therefore choose between structured and semi-structured interviews. Structured interviews utilise a list of questions that are planned and created in advance. Questions are asked in the same order to all participants, which aims to compare various answers objectively. (Tracy no date, 157.) Semi-structured interviews are characterised by their open-ended questions and interview guide. An interview guide predefines topics and questions derived from theoretical frameworks or previous research and tends to be more flexible. (Busetto et al. 2020, 3.) Semi-structured interviews aim to stimulate discussion and touch both the content and emotional level of an interviewee (Tracy no date, 158).

In the scope of this work, the semi-structured interview method was chosen and professionals that could provide deeper insights about digital events, their characteristics, as well as features which are of importance for interactivity, engagement, and motivation. The advantage of this method lied in its flexibility, objectivity, and variable survey design, as the interview guide could be adapted to the interview at any time. Further reasons why this method of qualitative research was selected were:

- Respondents could explain the latest and most relevant trends, that could be interesting for an attractive digital event and had the opportunity to share some insights that could be useful for the research process.
- An up-to-date and trustworthy overview of an appealing digital event and its content is available to businesses or professionals that also implement such events regularly. The interview offered the possibility to obtain information about “best practices” but also about less efficient strategies.

Observation. An observation is delineated as “the action or process of closely observing or monitoring something or someone” or “the ability to notice important details” (Oxford University Press 2012, 495). It is a method to systematically collect data without interviewing, as “externally recognisable behaviour is registered” (Nissen 2018) and insights about certain settings and actual behaviour can be gained. Depending on the situation, observations can either be designed as participant or non-participant in nature. While in participant observation the observer is part of the observed situation, in non-participant observation the observer is not part of the situation and examines it from distance and does not influence any behaviour. (Busetto et al. 2020, 3.)

For this work, the non-participant observation method was chosen to observe different service providers that offered well-being programs for employers. The advantage of this method was that potential discoveries could emerge that were considered rather irrelevant, and the real-world dimensions were examined more closely. Other motivations for choosing non-participant observation were:

- There was a wide range of service providers, who advertised various well-being programs, products, and applications for businesses. As each service provider designed an individual product or service, there was the possibility to gain a diverse insight on how the transmission of well-being content could be designed.
- The information shared on the websites could be considered as most recent and relevant, since this content was used, among other things, to reflect the businesses' credibility and professionalism or acquire potential new customers.
- The websites of the service provider offered open access and information could be gathered by analysing the webpage description of products and services, signing up for a newsletter or a demo application. Moreover, essential information could be reviewed more often and easily recorded.

5.2 Description of the data collection

The preliminary chapter summarised, which qualitative research methods were chosen for the data collection within the framework of this work. Data collection can be used in various contexts. In broad terms, the systematic process of data collection enables interesting expert knowledge at firsthand but also unique insights into the research that contributes to the research development (Bhandari 2020). The importance is that selected methods for the data collection deliver outcomes, which have a high degree of reliability and validity. Therefore, accurate tailoring to specific research goals and the development of defined processes is essential. (Bhandari 2020.) The next paragraphs will illustrate the data collection undertaken in the context of this work in more detail.

Interview. According to Hennink et al. (2020, 156), three steps should be considered in advance that support and ensure a smooth running of an interview. These steps include the development of an interview guide, the selection of appropriate interviewee(s) as well as the data acquisition and collection. The interview guide should give guidance and serves as memory support during the interview. It addresses relevant subject areas of the central questions and uses a certain structure: "introduction, opening questions, key questions, and closing questions". (Hennink et al. 2020, 157.) Depending on the research objective, one

or more individuals may be suitable for an interview. The interviewee does not necessarily have to be an academic, however, it is essential that the person has some prior knowledge in the area of the research and can provide insights. The first contact can be made via social media, email, or phone call but it has to be emphasised how important their contribution is to the research. (Hennink et al. 2020, 165.) The data acquisition and collection should preferably be conducted in person or via digital media, such as Microsoft Teams or Zoom. In consultation with the interviewee, this information exchange should be recorded for the data analysis. If this information exchange is not feasible, the interview can be conducted in the form of an email interview. It is important in both procedures, that the interviewee signs a consent form indicating that the data collected will be further processed. (Hennink et al. 2020, 177.)

Interview steps

Development of an interview guide. First, a general header of the interview guide was defined, which listed all essential information about the interview. Here, personal information about the interviewee, such as name, job position, email address, name of the company and special notes were included, as well as information about the interview itself, such as the interview date and type. Then, the theoretical framework was reviewed to identify relevant subject areas of a digital event. In doing so, five different subject areas were determined: features of a digital event, knowledge transfer, interaction and engagement, gamification and other technologies as well as further inspirations and comments. For each subject area, one to three questions were defined, with the purpose to gain as many insights as possible when asked to the interviewee. For this purpose, the theoretical framework and the research questions were analysed in order to generate appropriate questions. At last, the subject areas and the corresponding questions were grouped into the four phases of the interview guide, which can be reviewed in Table 1 below.

Table 1. Interview phases and subject areas

Phase	Subject Area
Introduction	– Introduction questions
Opening Questions	– Features of a digital event
Key Questions	– Knowledge transfer – Interaction and engagement – Gamification and other technologies
Closing Questions	– Further inspirations and comments

The elaborated interview guide including the predefined questions for each subject area can be reviewed in Appendix 1 (Interview guide).

Selection of appropriate interviewee. As a first step, the internet was used to find potential businesses, which were operating in the event industry, or professionals, who had particular expertise in the field of (digital) events. Through this research, various national and international businesses were found that were suitable for the interview. After the selection of some event businesses, an information booklet was prepared for each business, as well as an individual cover letter. Both documents contained further information about the interview, the topic of the thesis, and a short introduction of the interviewer. These documents were sent to the business email address. Potential professionals were contacted with an individual cover letter through email or the social platform LinkedIn. An overview of contacted businesses and an example of an information booklet as well as a cover letter can be reviewed in Appendix 2 (Contacted businesses), Appendix 3 (Information booklet), and Appendix 4 (Cover letter).

Data acquisition and collection. For each interviewee, a consent form was prepared to inform that the data collected was used for research purposes as well as that the interview was recorded, if it was conducted face-to-face or through a

communication platform, such as Microsoft Teams. An example of an unfilled consent form can be reviewed in Appendix 5 (Consent form).

Depending on the agreement with the interviewee, the interview was either conducted via Microsoft Teams or as an email interview. For the interviews conducted through Microsoft Teams, the interview guide was used to give guidance during the conversation and provided a pool of questions, that addressed all important features of a digital event that were relevant for research. For the email interview, the predefined questions from the interview guide were sent to the interviewees.

Expert 1 was found after contacting an international event management agency. As the agency had a presence in several countries, three different business email addresses were initially contacted in advance; two of them were based in Germany and one based in the United Kingdom. All emails comprised both a cover letter as well as the information booklet. The agency was contacted for various reasons and was eligible for an interview as it was one of the world's leading agencies for event management and live communication with more than 40 years of experience and offered a comprehensive range of different event services that included live, hybrid, and digital as well as creative and strategic solutions. Moreover, the agency had great customer reviews, received a variety of awards for successful and creative event implementation and published interesting blog articles that represented important features of a digital event.

Expert 1 responded to an interview request originally sent to the business email address on 29 March 2022. With more than 10 years of experience in the event industry and the current position as Corporate Vice President, Expert 1 was highly qualified for the interview. After consultation with Expert 1, it was decided that the interview would take place on 06 April 2022 via Microsoft Teams. However, this date was subsequently postponed. Before the interview, the interview guide, as

well as the consent form, were sent to the interviewee. Expert 1 was interviewed via Microsoft Teams on 08 April 2022, at 9 PM. The interview lasted approximately 35 minutes; however, further conversations were held before and after the interview to obtain a general overview of the interviewee's position and business. The interview was recorded and later transcribed. After the interview, Expert 1 provided further information by email about the personal profession and activities within the business as well as the tools mentioned during the interview. The interview questions can be examined in the interview guide (Appendix 1).

Expert 2 was found through the recommendation of the supervisor. The initial contact was established through an introductory email by the supervisor, whereupon Expert 2 offered support and indicated interest in the interview. Based on this contact, the information booklet and an individual letter were sent to Expert 2 on 31 March 2022.

With more than 20 years of experience in the hotel and event industry and the present management of a business that is specialised in the field of virtual reality, augmented reality and immersive learning environments, Expert 2 was particularly suitable for the interview. Upon consultation with Expert 2, it was agreed that an email interview would be conducted. The predefined questions of the interview guide were sent by email on 31 March 2022. The consent form was subsequently sent to Expert 2. Final answers for the interview were received by email on 11 April 2022. The interview questions can be examined in the interview guide (Appendix 1).

Expert 3 was found through the website of an institute for digital products and processes. Due to the experience as a communication professional in the field of digital event management, marketing and customer relationship management, Expert 3 was well suited for the interview. By the indication of Expert 3's email

address on the website, the initial contact was made on 07 April 2022. This email included the information booklet as well as the cover letter.

Expert 3 agreed to the interview on 08 April 2022. It was arranged to conduct the interview by email, hence the predefined questions of the interview guide as well as the consent form were sent to Expert 3 on 09 April 2022. Final answers were received on 19 April 2022. The interview questions can be examined in the interview guide (Appendix 1).

The transcription of the interview with Expert 1, as well as the answers of Expert 2 and 3 can be provided upon request.

Observation. According to Höft and Kersting (2018, 35), an essential activity in conducting an observation is to create an observation procedure, which includes the identification of the field of observation, important characteristics and traits, as well as the selection of potential observation objects. If there is a great variety of objects that can be observed, it is useful to identify a narrower selection that matches with the predefined aptitude traits. The observation procedure also covers the creation of an observation template, the development of an observation system as well as the determination of the time and place of the observation (Höft & Kersting 2018, 35). The observation template should list a set of questions that are to be answered with the help of the observations. The questions should be defined specific and focused and can be compiled with the help of previous research knowledge. When developing the observation system, the main objective is to create a procedure that can be applied equally to every observation object. The determination of time and place is especially necessary for observations that are carried out in the public sphere. Once the observation procedure has been defined, this is followed by conducting the targeted observation, which aims to identify relevant factors and record the observed information (Höft & Kersting 2018, 35).

Observation procedure

Field of observation. Non-participant observations were conducted, which examined different service providers and their technology platforms for managing wellness and health content. The service provider could operate globally; however, it was narrowed down that the service provider offered the products and services as a well-being platform for businesses and their employees. A further requirement was that the service providers disclosed information on the website and, if feasible, offered a demo version of the platform.

Important characteristics and traits. Due to the variety of service providers that offered a well-being platform for businesses, characteristics and traits were defined. These supported the decision, of which service providers were relevant for the non-participative observation. As a basis for the definition of characteristics and traits, the theoretical framework of this work was analysed. Three different groups were defined to support the selection of suitable service providers. The first group listed characteristics from the multi-dimensional paradigm, which highlighted the different perspectives and domains of well-being. The second group looked at the different initiatives that promoted WAW. The last group focused on the integration of gamified elements as a motivational method and the inclusion of tools or applications that served to convey the well-being content.

Selection of potential observation targets. Based on the table created, which listed relevant characteristics and traits that a service provider was expected to display, eight service providers were found that offered a well-being platform for employers. The service providers and corresponding well-being platforms are listed in Table 2 below.

Table 2. Service providers and corresponding platforms

Service Provider	Platform
Blacksquared GmbH	Changers
Grokker Inc.	Grokker
Headspace Inc.	Headspace
LifeWorks Inc.	LifeWorks
Sprout Wellness Solutions Inc.	Sprout
Unmind Ltd.	Unmind
Wellable LLC	Wellable
Training Amigo Inc.	Woliba

The selection was based on those platforms, which performed particularly well on comparison websites and online marketplace providers, such as Capterra, G2 or SourceForge as well as in virtual communities or articles. After the identification of the eight service providers, all respective websites were examined in more detail to understand what predefined characteristics and traits were embedded in the platform. The characteristics and traits varied depending on the service provider and its product. After the compilation and evaluation of the table, a further selection was made and the two platforms (Wellable and Woliba) that fulfilled most characteristics and traits at the first glance were selected for the non-participant observation. A further well-being platform (Changers) from Germany was selected, as it offered interesting and unique features concerning sustainability and environmental awareness. The elaborated table can be found in Appendix 6 (Observation targets).

Observation template and system. The template for the non-participant observation contained general information about the platform and the period in which the observations were carried out, as well as specifically defined questions that were to be answered either with the help of the website or the demo version of the

product. The questions below were created using the theoretical framework of this work:

- What are special features according to the service provider?
- What well-being products and services are offered to employers?
- Which domains of the multidimensional well-being paradigm are reflected in the content of the platform?
- How are new tools and technologies integrated into the platform?
- How does the platform ensure interactivity and communication between the individual participants?
- How are the users of the platform motivated to continue participating?

These questions were chosen to compare the different platforms after the observation and to identify commonalities, dissimilarities, implementation possibilities or special features of a certain service provider.

There was no strict observation system, but first, all information was collected from one well-being platform and only after the completion of one template, the next observation was started. The observation template was filled in according to the question order. Question number three was usually reviewed once again at the end of an observation and, if necessary, amended with further information.

Targeted observation. After the composition of the observation procedure and the definition of the corresponding steps, all three observations were conducted in the period of 26 March 2022 to 01 April 2022. With the help of the website and/or the demo version of the well-being platform, all predefined questions of the observation template were answered.

Observation No. 1 Woliba. The American service provider Training Amigo Inc. and its cloud-based corporate wellness software “Woliba” was selected for observation as the well-being platform covered a multitude of domains of the multidimensional well-being paradigm and offered interesting promotion features and technologies. The observation was performed in the period of 26 to 27 March

2022. The website was used to identify details about the platform and its wellness, community, engagement, and admin content. In addition, deeper insights into activity and behaviour challenges, fitness, nutrition recipes as well as wellness education were gathered. The observation template of Woliba can be reviewed in Appendix 7 (Observation template Woliba).

Observation No. 2 Wellable. The wellness platform “Wellable”, developed by the American business Wellable LLC, was chosen for observation due to the high degree of consistency between the domains of the multidimensional well-being paradigm represented in the holistic wellness solutions of the platform. In the period from 28 to 29 March 2022, the observation was conducted with the help of the website. Deeper insights into the wellness platform, health content, wellness services, reward ideas, interaction as well as engagement options were gained through the observation. The observation template of Wellable can be reviewed in Appendix 8 (Observation template Wellable).

Observation No. 3 Changers. The wellness platform „Changers” and the corresponding app “Changers Fit” from the German business BlackSquared GmbH was selected for the observation, as many aspects of the multidimensional well-being paradigm were incorporated into the platform and app. Another reason for the selection of this wellness platform and app was that climate-related and social activities were promoted through wellness challenges. The observation was carried out in the period of 30 March to 01 April 2022 with the help of the website and the demo version of the “Changers Fit” App. Deeper insights into the structure of the platform and app, the well-being content, challenges, and activities, as well as the integration of climate-related and social activities, were gained. The observation template of Changers can be reviewed in Appendix 9 (Observation template Changers).

5.3 Research analysis

The previous chapter described the data collection process of the qualitative research methods. Through the qualitative data analysis, the collected data should be examined in more detail. Qualitative data analysis is described as a “process of immersion in the data” (Hennink et al. 2020, 287) that identifies and interprets experiences, opinions, or subject areas and enables to „develop evidence-based understanding of the research issue”. (Hennink et al. 2020, 287.)

As interviews and observations were chosen as suitable research methods, the outcome produced was textual data. Textual data can be considered the most common type of qualitative data. Depending on the research and its objectives, a variety of approaches can be utilised for the analysis of the collected data. (Hennink et al. 2020, 277.) In the context of this work, the "analytic cycle" by Hennink et al. (2020, 276) will be applied for the qualitative data analysis. The analytic cycle consists of four main tasks:

The development of codes. The development of codes helps to identify certain topics, concepts and issues to divide a large amount of data into smaller, meaningful parts (Hennink et al. 2020, 297). Deductive and inductive strategies can be applied to develop codes. While deductive strategies involve using the information of the, e.g. interview guide, theoretical background from literature or functional codes, inductive strategies focus on the active reading of data in order to think critically, reflect and notice connections or repetitions. (Hennink et al. 2020, 299–301.)

Description and comparison. According to Hennink et al. (2020, 328), descriptions serve as the basis for the qualitative data analysis in the analytic cycle. To write a description, a single code and its extracted information are first examined. This is followed by the formulation of the description, which reflects a summary of all code information gathered. The comparison intends to compare, distinguish, and

analyse patterns of each code abstract. The cross-code comparison can be applied, which focuses on the identification of different views and experiences within all interview abstracts. (Hennink et al. 2020, 336.)

Categorisation and conceptualisation. The categorisation “involves grouping codes with similar attributes into meaningful categories” (Hennink et al. 2020, 340). Categorisation aims to form smaller groups of codes into a larger concept. Again, deductive, and inductive strategies can be used to develop categories. While inductive strategies focus on the data that has been collected during the analysis process, deductive strategies use the information of a specific theoretical concept or framework. The conceptualisation focuses on the data as a whole with the aim to develop “a broader conceptual understanding of data in the context to the research questions”. (Hennink et al. 2020, 341.)

Theory development. According to Hennink (2020, 355), the theory development is the final task of the analytic cycle and “involves developing an inductive theory that accounts for the phenomenon studied” (Hennink et al. 2020, 358). Through the steps of the analytic cycle, a deeper understanding of the researched material is developed, which can then be utilised to develop a (new) theory. The theory development intends to transform the findings into a conceptual framework.

The tasks of the analytic circle are closely interlinked and either used circularly or repeated throughout the analysis. Moreover, the analytical circle strongly correlates with the data collection and the theoretical background. The aim is to develop new ideas or concepts based on data analysis that may include existing aspects of the theoretical framework. Furthermore, newly developed ideas can be compared with the theoretical background. Emerging ideas resulting from the data collection, which have not been mentioned in the theoretical framework may also be incorporated. (Hennink et al. 2020, 276–277.)

Interview. To analyse the textual data and conduct the tasks of the analytic cycle, a transcript of all interviews has to be prepared first. Depending on the aim of the analysis, the focus can be laid on the linguistic and conversation analysis, which looks at the “nature and structure of the dialog” (Hennink et al. 2020, 289) or on the content analysis, which focuses on the informational content of the interview.

In the scope of this work, the content analysis was chosen to examine and understand the informational content of the interviews, in order to gain deeper insights into specific features of a digital event. For the creation of the transcript, the transcription rules according to Dresing and Pehl (2015, 20) were utilised. The transcription was word-for-word and not phonetic, word loops were adapted to written English, word and sentence breaks were marked with the abort sign (/), and word doublings were only captured if these were used for emphasis. Pauses were marked by ellipsis dots in brackets, with the number of dots inside representing the seconds. Each contribution was given its paragraph and the interviewee was referred to as an “Expert”. (Dresing & Pehl 2015, 21–22.) Moreover, all personal data of the interviewee was anonymised. As Expert 1 was interviewed through Microsoft Teams, the interview was transcribed according to the rules above in order to obtain textual data. Expert 2 and Expert 3 were interviewed through email, hence there was no need to transcribe the data but to put the information in the documentation.

Analytic cycle

The development of codes. Inductive strategies were used to develop codes. The individual interviews were examined to notice connections and repetitions to develop the codes. The revision of the interviews resulted in 13 codes. Afterwards, each paragraph of the individual interviews was read again to apply the developed codes.

Description and comparison. After the compilation of the individual interview extracts, these were reviewed in order to record a description. This involved the re-reading and reflection of each abstract. From all extracts, the most essential perceptions and common aspects were compiled in a description. For the cross-code comparison, all interview extracts, as well as the descriptions, were reviewed and analysed to determine whether the opinions, experiences and ideas of the experts were either expressed similar or varied.

Categorisation and conceptualisation. The categories were formed using the inductive strategy. First, all gathered information, including the interview extracts and codes was analysed. Afterwards, the 13 codes were reviewed, and an attempt was made to find similarities between the codes. As a next step, individual codes were grouped, resulting in four different categories. Interesting impulses were also given with the help of the deductive strategy, as the interview guide assisted with the formation of categories. Within the conceptualisation, all developed categories and codes were examined in order to get a picture of the whole analysis. Individual parts of the analysis were reviewed again to build up connections and to better comprehend their meaning. A table was created to list all important aspects of the analysis. This table can be reviewed in Appendix 10 (Interview analysis). The developed codes can be reviewed in column one, and the essential interview extracts of each expert in columns two, three and four. The description, as well as the comparison, are noted in columns five and six. Column seven shows the categorisation. The examined links and connections of the conceptualisation will be described in chapter 6 (Results) in more detail.

Theory development. The theory, or rather ideas and proposals, were developed with the help of the analysed findings from the data collection. The development of ideas and proposals are described in more detail in chapter 7 (Conclusion and development proposals).

Observation. According to Hennink et al. (2020, 282), numerous approaches can be considered for the qualitative data analysis of observations. Depending on the approach, a conceptual theory can be established (grounded theory), linguistic use and expressions can be analysed (discourse approach), or content can be compared (content approach). To prepare observational data for the tasks of the analytic cycle, the collected data should be available as textual data. Therefore, it is necessary to transcribe the elaborated data if these were not recorded immediately in written format (Hennink et al. 2020, 282).

In the scope of this work, the content approach was chosen to review the observation templates in order to obtain a deeper comprehension of essential well-being aspects. As the most important content of the different well-being platforms was recorded during the observation, it was no longer necessary to transfer the data into a textual format before the analysis.

Analytic cycle

The development of codes. Deductive and inductive strategies were chosen for the code development. As a first step of the deductive strategy, the theoretical framework of this work was reviewed. It was noted that chapters 3.2 and 3.3 were eligible for the code development. With the help of the multidimensional well-being paradigm by Cvenkel, the first codes were created, which represented the 16 well-being domains. Six additional codes were developed with the help of health promotion initiatives that have already been mentioned in the theoretical framework. The inductive strategy was applied to review the observation templates. Five additional codes were identified that focused on specific technology features, as well as communication, engagement, and interaction metrics of the well-being platforms. Afterwards, all observation templates were reviewed to apply the developed codes.

Description and comparison. As the essential information of the individual observation templates was collected and assigned to a code, these abstracts were subsequently reviewed to create a comprehensive description of each code. The cross-code comparison was utilised to compare the individual abstracts and to identify commonalities, dissimilarities, and implementation approaches.

Categorisation and conceptualisation. For the categorisation, all codes were analysed to identify those with similar attributes. The 16 well-being domains were categorised according to the predefined perspectives in the multidimensional well-being paradigm by Cvenkel. The six defined codes that aimed for information on health promotion initiatives were compiled into another categorisation. The last categorisation compiled all technological features and communication, engagement, and interaction metrics. To acquire an overview of all findings, the information was first compiled in a table. This table then helped to analyse all content and to identify a general overview of the analysis and the interrelation between predefined categories. The created table can be reviewed in Appendix 11 (Observation analysis). The first column reflects the developed codes. Columns two, three and four list the individual information abstracts of each platform. The description of each code appears in column five and the comparison in column six. The last column displays the categorisation of the individual codes. The outcomes of the conceptualisation will be described in chapter 6 (Results).

Theory development. The development of ideas and proposals for a digital event focused on well-being was elaborated using the outcomes of the analysis. These will be explained in chapter 7 (Conclusion and development proposals) in more detail.

6 RESULTS

The combination of all results gained through the data collection and analysis serves to develop a deeper understanding of digital events and well-being aspects. Unique insights were collected during the interviews and observations and supported the development of ideas and proposals for a digital event focused on well-being at work. The following sub-chapters describe the results of the data collection and the subsequent analysis.

6.1 Interview

The interviews were conducted to gain profound insights into digital events, their characteristics, as well as functions for interaction, engagement, and motivation. The content analysis was utilised to evaluate and compile the essential information. Based on the individual description and comparisons of the predefined codes, as well as the subsequent categorisation in the analysis, the results of the interviews are presented in the next paragraphs.

Features of a digital event

Important aspects. There was an agreement in opinions among all experts, but individual suggestions were also raised. Expert 1 highlighted that “most important at first is that all participants can enter the platform”, and “a very good guest management” and “good guidance on how to enter the platform” is needed. Moreover, it was suggested “to see it through the eyes of the participant” and keep it simple and easily designed. Expert 2 emphasised that the “overall aesthetics” of the event is important, it should be “heavily invested into participant centric aspects” and participants need to care about the subject presented in the event. Expert 3 recommended integrating the participants as much as possible and to provide a “well-developed user experience”, “functions for interaction and networking between participants”, “gamified elements” as well as “learning goals and targets”.

Event format. Similar ideas for a digital event format have been suggested by the experts. Expert 1 recommended engaging a moderator for guidance through the event format and “designing the event format with mixed features”, as well as splitting a large group into smaller ones, as soon as there are workshops or breakouts involved. While Expert 2 suggested “virtual/online workshops”, Expert 3 proposed “choosing interactive sessions” like a webinar series with a number of sessions, that included presentations from speakers but also workshops, group works and discussions.

Format length. Expert 1 emphasised that “the time of a physical event should not be applied to a digital event” and therefore suggested a format length of up to three hours, including a small warm-up. Expert 3 highlighted that “each topic should have its own session” including a keynote and an interactive part, but there should not be more than five events.

Format alternatives. There was a consensus of opinions among the experts. While Expert 2 suggested an online portal that could be used as a “library for materials, photos, quotes, podcasts, videos, tutorials and general insights”, Expert 3 proposed a (self-paced) e-learning platform for learning and interaction purposes.

Knowledge transfer

Material. Expert 2 emphasised that any material regarding the event, such as eBooks or PDF templates should be sent out 24 hours after the event has ended to keep the momentum and interest, and suggested including recorded expert sets, podcasts or video tutorials that can be watched irrespective of time. Expert 3 also suggested uploading learning material, that “can be studied in a certain time frame”.

Transmission. All experts shared similar opinions on transmission elements within a digital event. Expert 1 suggested engaging a person, that can interfere as a

moderator, as well as an expert for a specific keynote. Expert 2 agreed that an expert or “someone who knows what they are talking about is generally a good idea”. Expert 3 also stated that “having an expert for a talk or keynote is always a good idea”.

Length. All experts suggested a different length of the session. Expert 1 stated that the length “depends on what participants expect and what the topic of the keynote speaker is about” but that this talk should not be longer than ten to 15 minutes. Moreover, Expert 1 suggested not including more than four keynotes in one session. Expert 2 recommended a maximum of two keynotes per session, which should not be longer than 45 minutes. Expert 3 highlighted that “the impulses should not be longer than 30 minutes” and suggested a length of 15 to 20 minutes for a keynote.

Interaction and engagement

Importance. Various opinions were shared by the experts. Expert 1 suggested including “some interactive and engaging features but not too many” and emphasised the importance of participants having time to talk to each other and work together. Expert 2 raised awareness that there is “a common misconception of having any true interaction” and that “forcing anyone to interact online at a digital gunpoint is not productive”; hence “interaction should come from participants and then from facilitators but not from technology”. Expert 3 highlighted that “interaction during an event should always be enabled” and that certain “tools provide more interaction for the participants and create new ways to collaborate”. Still, it is important to explain how these tools work in the beginning.

Tools. All experts mentioned similar interactive and engaging tools. Expert 1 endorsed tools, such as Mentimeter (interactive presentation software), but also concept boards with sticker and post-it functions, as these are helpful to “prepare something and write ideas down”. Expert 2 recommended Miro (collaboration

boards) and similar tools for engagement and documentation, as “these tools help to keep dormant people active”. Expert 3 highlighted that specific tools offer interesting functions, such as “emoji-reactions and chat functions” and suggested the use of Mural as a digital whiteboard and Mentimeter as an easy and interactive tool for polls and surveys.

Gamification and other technologies

Gamification. Expert 2 emphasised that gamification can be tricky and “adds a level of complexity”, participants “usually do not understand what it is” and that “gamified elements may also distract from the main reasons and motivations of any event”. Expert 3 stated that gamification is used more often in digital events but the integration of “new technologies during events is very dependent on the target group”.

Importance. Expert 2 highlighted that the target group must be digital affine, and any gamified elements should be seen as a voluntary interaction of participants. Expert 3 also said that gamified elements can only be implemented if the group is digital affine and there might be the possibility that “participants are overwhelmed by using too many technologies in one event.

Motivate challenges. Expert 1 conceived motivative challenges as difficult and did not recommend these for digital events, as groups must be built, that are also interested in participating. Expert 2 highlighted that motivating challenges should be voluntary and only integrated if it fits the topic and target group but underlined that competitions and challenges still work best in live situations. Expert 3 considered challenges and competitions as a good idea and gave examples (virtual escape games or quizzes).

Other technologies. Similar opinions were shared among the experts. Expert 1 suggested including technologies, that aim to create a virtual avatar that can walk

around in a digital world to network. Expert 2 recommended immersive technology, such as 360 degree or virtual reality. Expert 3 also mentioned virtual reality but still highlighted that it must be fitting to the topic of the event and the participants should show interest and desire for this kind of technology.

6.2 Observation

As in the interviews, a summarising content analysis was utilised to analyse essential well-being aspects and to identify opportunities to convey these aspects to the participants. The results of the observations are presented in the next paragraphs. These were determined with the help of the descriptions and comparisons of the predefined codes of the analysis.

Individual well-being

Psychological. All platforms used similar approaches to address psychological well-being. Woliba utilised individual and group behaviour/activity challenges to support psychological well-being, educational presentations for knowledge transfer, and peer recognition badges, such as thank you, well done, and personal growth, for supportive behaviour. Wellable provided challenges and activities, educational presentations for behaviour change and knowledge transfer as well as speciality services that addressed unique wellness needs. Changers utilised individual and group activities as well as medical prevention to support psychological well-being and offered seminars and activities for knowledge transfer. Examples of behaviour challenges, education categories, educational presentations and speciality services can be reviewed in the observation templates.

Physical. Woliba offered a “challenge yourself” feature, where fitness activities, challenges and recipes were provided to achieve physical well-being. Moreover, educational presentations were used for knowledge transfer and wellness assessment measures to track physical well-being. Wellable provided virtual

workouts for all fitness levels, as well as a range of classes based on speciality, focus and length. Educational presentations were used for knowledge transfer. Moreover, screenings (ergonomics, fitness consult, flexibility, and skin), tobacco cessation programs as well as wellness assessments were provided to prevent physical issues. Changers put focus on linking physical well-being challenges, medical prevention measures, courses and healthy activities with CO₂-related measures and rewards. Examples of nutrition, fitness, and education categories (Woliba), healthy activities and videos courses (Changers) as well as fitness classes and educational presentations (Wellable) can be reviewed in the observation templates.

Intellectual. As Woliba, Wellable and Changers all offered various learning opportunities about well-being, it was also taken care of intellectual well-being. Moreover, Changers specifically provided “conscious living” activities, which also considered sustainability measures.

Mental. Woliba provided “challenge yourself” options, recognition opportunities to increase mental well-being as well as educational activities and presentations for knowledge transfer. While Wellable focused on educational presentations and challenges for knowledge transfer, Changers offered medical prevention measures and seminars. Examples of education categories by Woliba and educational presentations by Wellable can be reviewed in the observation templates.

Material/Reward. A similar approach and reward system was utilised on all platforms. Woliba employed a “points earned” system for fitness/social challenges and activities and incorporated company or financial rewards, fundraising activities and gift cards if a certain number of points was reached by a participant. Wellable’s reward system consisted of “social points” and points were given if challenges and activities were executed. The platform incorporated various reward options. Changers awarded CO₂-friendly means of transportation (walking, biking, train

journey) as well as executed activities with “coins”. These coins could either be used for charitable projects, tree planting, raffles, or vouchers. Examples of reward options by Wellable and voucher options of Changers can be reviewed in the observation template.

Career. Wellable offered educational categories for knowledge transfer and was the only platform that supported peer recognition. Woliba provided educational presentations for knowledge transfer. Examples of education categories by Woliba and educational presentations by Wellable can be reviewed in the observation templates.

Spiritual and financial. Wellable provided educational categories to increase spiritual as well as financial well-being and offered financial challenges. Woliba offered educational presentations to enhance knowledge about spiritual and financial topics. Examples of education categories by Woliba and educational presentations by Wellable can be reviewed in the observation templates.

Work/Family. There were no measures by any platform that could be directly linked with work/family well-being. However, Woliba and Wellable offered activities and challenges for the weekend or holiday, which could generally be incorporated into family life.

Group well-being

Social. All platforms offered some kind of opportunity to communicate with other participants. Woliba made use of an intranet, where peer recognition was fostered and posts were published. Moreover, the platform offered group challenges, where buddy groups, colleagues or departments could come together. Woliba provided an online community, team challenges, activities, as well as a book club for participants. Moreover, content posts from challenges could be created within the

online community. Changers had communication opportunities through a chat and teams could be created for challenges and activities.

Compassionate/Relational Leadership and stakeholder. None of the platforms mentioned specific measures that addressed compassionate/relational leadership and stakeholder well-being.

Organisational well-being

Humanistic and organisational financial. No features were suggested on any platform that focused on humanistic and organisational financial well-being.

Wellness management. Woliba, Wellable and Changers offered well-being content and wellness assessment measures. Woliba additionally utilised admin dashboards that recorded real-time data of engagement and participation and people management information. Wellable benefited from on-demand analytics and reports as well as qualitative feedback from surveys. Changers utilised participation reports.

Healthy work/Organisation. According to Woliba, Wellable and Changers, integrating well-being services can generally lead to a higher motivation level, more productivity as well as less absence at work. Participants feel more supported and connected to the team and mission. Moreover, the platforms raise awareness of a sensitive but important topic.

Work health promotion

Flexible working. None of the platforms mentioned flexible working strategies.

Comfortable working environment. Woliba offered coffee break videos for fitness and relaxation as well as “Quick fix” videos that could be incorporated in breaks or in between work sessions to relax and reduce stress. Wellable did not mention any working environment measures, however, some activities could be executed within

breaks due to their short length. Changers provided videos and informational sessions with a focus on occupational safety.

Knowledge transfer. All platforms offered learning opportunities through (on-demand) videos. The platform Woliba focused on education categories that could be chosen by the participant. Wellable used holistic webinars focusing on a certain well-being topic per month. Changers offered seminars on various well-being topics. Examples of all education categories by Woliba and an overview of the holistic webinar calendar can be reviewed in the observation templates.

Healthy eating. Woliba, Wellable and Changers integrated recipes with instructions, as well as healthy activities and challenges. On all platforms, the recipes consisted of single instructions; Woliba and Wellable included cooking videos and further nutrition information.

Physical activities. Woliba, Wellable and Changers provided certain fitness activities as challenges, on-demand videos or workouts. Examples of fitness categories, healthy activities as well as exercise courses were given by the platforms Wellable and Woliba and can be reviewed in the observation templates.

Family-friendly activities. None of the platforms mentioned specific family-friendly activities. However, Woliba and Wellable offered activities and challenges for the weekend or holiday, which could generally be incorporated into family life.

Tools and technologies

Gamification. Gamified elements on Woliba included quizzes, challenges, points, leader boards as well as completion bars. Wellable incorporated challenges, competitions, leader boards, points, as well as quizzes as gamified elements. Changers utilized coins, leader boards, digital badges, challenges as well as competitions.

Software/App. Woliba, Wellable and Changers enabled the integration of wearable fitness trackers to measure physical activities. Changers additionally integrated an AI software for automatic distance measure.

Interaction and engagement. Woliba offered interaction and engagement opportunities through team challenges, social networks and posts, chats, or virtual events. Wellable provided interaction and engagement through Q&A sessions as well as round tables, holistic challenges and wellness programs, content posts, virtual fairs, and the social network. Changers used its community network, team challenges and chat functions for interaction and engagement from participants.

Communication. Woliba utilised various chat options (challenge chat, event chat and global chat), social networks, notifications and leader boards. Wellable provided an in-app bulletin board, flyers, push notifications, text messages, live chats as well as a social network for communication among participants. Changers offered a chat function, a community, leader boards as well as notifications.

Generally speaking, it was observed that particularly the individual perspective and its domains of the multidimensional well-being paradigm, such as psychological, physical, mental, financial, and intellectual well-being, were promoted considerably more than other perspectives and domains. Furthermore, another major focus on all platforms was social well-being, as interaction, engagement and motivation between users were promoted and mentioned as an important key aspect, in order to develop a comfortable, motivating employee community and foster well-being. There was a similar structure of knowledge transfer (presentation, classes, courses) and supporting opportunities (activities and challenges) in all well-being aspects. Gamified elements were utilised to motivate users to learn more about the well-being aspects and also to become part of the well-being community of the platform.

7 CONCLUSION AND DEVELOPMENT PROPOSALS

This chapter first answers the three research questions of this work. Afterwards, the ideas and proposals for a digital event focused on well-being are explained in more detail. This is followed by the evaluation of the research's trustworthiness, discussion of limitations and suggestions for future research.

7.1 Research questions

Research question 1. What kind of program, tools, and content does the commissioning party need to ensure an interesting and attractive digital event concerning well-being at work?

Some events have their strength in the physical implementation. However, this should not be a reason for discouragement or non-use, as some have the potential to be implemented in a digital alternative. The “traditional” formats, e.g. seminars, workshops, or round tables, can be incorporated into smart events (Knauer 2020, 23). As an example, a webinar is the digital version of a seminar. As well as in seminars, the focus during webinars is laid on expanding knowledge and personal development. (Knauer 2020, 24.) Different speakers give keynote lectures and presentations on a specific topic for training purposes and/or knowledge transfer (Knieriem & Luppold 2021, 18–20). While seminars usually last a whole day or sometimes longer, webinars should have a much shorter duration. Since the knowledge is imparted exclusively via screen and the attention span in the virtual space can usually lead to greater physical exertion, the sessions should have a duration of 20 to 30 minutes. (Knauer 2020, 24.) Breakout sessions can be compared to workshops. The aim is to exchange and work on projects or knowledge elements in small groups. (Knauer 2020, 25.) Digital round table sessions are particularly suitable for networking, discussions, and brainstorming (Knauer 2020, 24). The interview experts also indicated that a “virtual/online workshop”, as well as a “webinar series with a number of presentations,

workshops, group works and discussions”, could be well suited for the implementation of a digital event and it was recommended to “design the digital event with mixed features” (Expert Interviews 2022, 55). It was emphasised that “the time of a physical event should not be applied to a digital event” and therefore suggested a format length of up to three hours, including a small warm-up. Moreover, it was highlighted that “each topic should have its session, including a keynote and an interactive part, but there should not be more than five events” (Expert Interviews 2022, 55). All experts agreed that “engaging a person, that can interfere as a moderator or expert for a keynote” is highly beneficial, that these expert talks “should not be longer than 45 minutes” and a suitable time frame would be “between 15 to 20 minutes” (Expert Interviews 2022, 56).

Therefore, the **program** of the digital event, which focuses on the topic of well-being at work, should comprise a variety of elements. Considering the format of the digital event, it is beneficial to include interesting theoretical elements for the knowledge transfer as well as practical elements for motivation and active participation. A suitable solution is a webinar series, that aims to transfer knowledge elements conscientiously, promotes personal development and motivates the participant to put this information into practice. As the webinar series is composed of different sessions, these can be designed individually with diverse elements to keep the whole series interesting and attractive. For the theoretical element, an expert or professional can be invited as a guest speaker to transfer knowledge in a keynote. Afterwards, this content could be further deepened or elaborated by participants in a practical element within discussion rounds, buddy groups, or breakout sessions. The duration of the whole webinar series, as well as of each session and individual element should be of a moderate length. For the webinar series as a whole, up to five sessions spread over a certain period are recommended. The individual sessions of a webinar should not last longer than three hours. The elements within a session can be of different lengths. Theoretical elements for in-depth knowledge transfer like keynotes or presentations should not

exceed 15 to 20 minutes. Practical elements like buddy groups, workshops, or warm-up sessions may extend up to 30 minutes. These durations are recommended as participants have different attention spans and concentration during digital events and the length should not be adjusted according to the length of a physical event. As an accompanying or alternative format, there would be the opportunity to create an e-learning platform. This platform would have the advantage of publishing existing or additional material from individual webinar sessions, as well as integrating interactive and motivative features.

Within a digital event, there is no physical contact between the participants and actors. The participants take part in the event via digital media and have the opportunity to communicate and exchange information via “collaboration tools” (Holzbaur & Brommer-Kern 2021, 12). Depending on the goal or concept of a digital event, different tools are needed to plan and implement an online event. Of importance are, for example, a registration page, a video tool, and if necessary, a media studio that takes care of the recording (Knauer 2020, 4–5). Still, a clear user journey should be provided so that the participants can easily understand and use the access to the event as well as its tools (Knieriem & Luppold 2021, 46). This aspect was also highlighted by the experts. It was emphasised that “most important at first is that all participants can enter the platform”, “a very good guest management” is needed, and the “overall aesthetics” as well as “user experience” of the event should be “well-developed” and designed according to “participant centric aspects”. (Expert Interviews 2022, 54–55).

Thus, to ensure a smooth-running and interesting digital event, a number of **tools** are needed for the implementation. It is advisable to have a tool for guest management, event streaming, interaction and engagement, and possibly a tool that serves as an event and/or e-learning platform. However, a multitude of tools can quickly lead to confusion and disinterest among the participants. Therefore, it

is highly recommended to integrate all tools preferably via one platform, so that the experience of the digital event is simple, user-friendly, and straightforward.

High-quality, concise, but also diverse content is essential to captivate, inspire and motivate the participant (Knieriem & Luppold 2021, 46). Well-being does illuminate not only the momentary state but consists of a much larger concept: It involves happiness, resilience, purpose and “how satisfied people are with their lives as a whole” (Michaelson et al. 2012, 8) and although well-being is defined in various terms, it is still subjective (Hasson & Butler 2020, 23). Looking at well-being from a broader perspective, it can be associated with “work-life balance, wellness management programs, job satisfaction, job-related well-being, and contentment” (Cvenkel 2020, 13–14). Still, Cvenkel (2020) focused on a more holistic approach to WAW and conceived a multidimensional paradigm that represents the individual, group, and organisational perspectives and sixteen individual well-being domains that relate to a perspective. WAW can be promoted by developing measures that increase and foster employee well-being. This can be accomplished by introducing workplace health promotions, which aim to encourage personal development, promote active participation, and improve the working environment as well as the work organisation. (ENWHP 2022.) WHP can be implemented in various areas within a business that concern, for example, employees’ work-life balance, lifestyles, health, or mental health (Cvenkel 2020, 245). The observations revealed that particularly the individual perspective and its domains of the multidimensional well-being paradigm, such as psychological, physical, mental, financial, and intellectual well-being, were promoted considerably more than other perspectives and domains (Observations 2022, 63). Furthermore, another major focus on all platforms was social well-being, as interaction, engagement and motivation between users were promoted and mentioned as an important key aspect, in order to develop a comfortable, motivating employee community and foster well-being (Observations 2022, 63). There was a similar structure of knowledge transfer

(presentation, classes, courses) and supporting opportunities (activities and challenges) in all well-being aspects (Observations 2022, 63).

As the digital event addresses the topic of well-being at work, **content** should be conveyed that supports the participants in promoting their well-being, as well as providing incentives and ideas that promote social interaction among the participants to foster a pleasant climate and well-being at work. WAW begins with being in harmony with one's well-being. If this is not assured, it can of course have a negative impact on the workplace wellbeing. Through the multidimensional well-being paradigm and initiatives that promote WAW, certain aspects were identified concerning well-being. These aspects were utilised to observe service providers that already offered well-being platforms to businesses. Two interesting findings were discovered, firstly which well-being aspects are of particular importance and secondly how these aspects can be fostered. Aspects, which are recommended as essential content in the digital event deal with the psychological, physical, mental, as well as social well-being. Financial and intellectual well-being also play an interesting role and could be incorporated as content in the digital event. These well-being aspects have been considered thoroughly often on the platforms; hence are suitable content for the digital event. For the content transmission, there should be a consistent structure for each aspect. With the help of educational presentations or keynotes, a basic understanding of each well-being aspect can be acquired, and interactive tasks like activities and challenges during the event could serve as a possibility to practice and improve.

Research question 2. Is personal interaction with other participants important within a digital event and how can it be arranged digitally by the commissioning party?

Monotonous one-way communication should be avoided, and emphasis should be laid on the "targeted activation and involvement of participants, forming interaction,

information exchange and the community experience" (Knieriem & Luppold 2021, 46). Discussions and Q&A sessions, as well as breakout groups can be included to involve and motivate participants and lighten the atmosphere (Knieriem & Luppold 2021, 18–20). The responses and insights of the experts confirmed that the participants of the digital event should be involved and that this can be achieved through interactive elements. Expert 1 suggested including some interactive and engaging features but not too many (Expert Interviews 2022, 56). Expert 3 highlighted that "interaction during an event should always be enabled" and that certain "tools provide more interaction for the participants and create new ways to collaborate" (Expert Interviews 2022, 56). Moreover, Expert 2 raised awareness that there is "a common misconception of having any true interaction" and that "forcing anyone to interact online at a digital juncture is not productive"; hence "interaction should come from participants and then from facilitators but not from technology" (Expert Interviews 2022, 56).

Therefore, the first conclusion to be reached is that the interaction between the participants, the moderator, or the keynote speaker, is an **important element** of a digital event. However, it is recommended to compose the digital event not only with interaction elements but rather with a pleasant alternation of knowledge transfer and interactive features. In addition, it should always be remembered that the digital event does not involve "real" interaction; hence such interaction should not be forced and there be a voluntary feature for participants.

To design a smart event interactively and involve, motivate, and engage participants, audience response systems (ARS) can be incorporated. ARS are technical devices or applications that should increase the interaction in an event and between an instructor, expert or moderator and the participants. (Siebert, 2022.) Moreover, the devices or applications support "attention, interaction, and active thinking" (Quibeldey-Cirkel 2018, 810) within an event. Typical ARS are, e.g. interactive Q&A sessions, voting or polls, virtual whiteboards, knowledge checks

or feedback information. Interactive Q&A sessions allow the participants to ask questions easily (Mentimeter 2022). Interactive voting or polls can be used to gain information and opinions and increases the engagement of the participants (Mentimeter 2022). Interactive knowledge checks are particularly helpful in recalling specific knowledge in the participants' memory but also to evaluate the level of knowledge of an individual or the group (Tedme 2021). Virtual whiteboards support virtual collaboration and increase the productivity and idea generation of participants (Siebert 2022). This statement was confirmed during the interviews, as all experts outlined solutions for arranging interaction digitally through ARS tools for interaction, engagement, and networking. Expert 1 endorsed tools, such as Mentimeter (interactive presentation software), but also concept boards with sticker and post-it functions (Expert Interviews 2022, 57). Expert 2 recommended Miro (collaboration boards) and similar tools for engagement and documentation, as "these tools help to keep dormant people active". Expert 3 highlighted that specific tools offer interesting functions, such as "emoji-reactions and chat functions" and suggested the use of Mural as a digital whiteboard and Mentimeter as an easy and interactive tool for polls and surveys (Expert Interviews 2022, 57).

Therefore, incorporating **audio response systems** (ARS) into the digital event can be one suitable method to involve participants, design the event interactive and increase active thinking and attention. These tools do provide not only more opportunities for participants to interact but also create new ways to collaborate. Depending on which interactive features are to be included in the digital event, these tools enable collaborative work, questions and answer sessions, polls as well as surveys and quizzes. As an example, a mood survey through live polling or the collection of ideas on a specific topic through a word cloud can be suitable for the warm-up and welcoming of the digital event.

Figure 1. Example of a mood survey

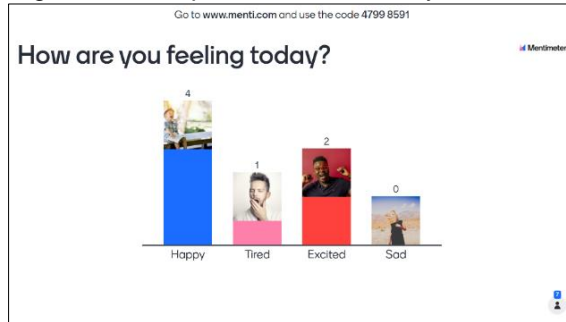


Figure 2. Example of a word cloud



Workshops or group works can be enriched through a digital whiteboard that includes post-it or mind map features and promotes location-independent collaboration.

Figure 3. Example of a post-it board



Figure 4. Example of a mind map



For an interactive closing of the digital event, quizzes or Q&A sessions, as well as digital feedback forms can be integrated.

Well-known interaction and engagement tools, that are recommended and can be used for these interactive features are, for example, Mentimeter, Miro or Mural.

Research question 3. Which tools and technologies should the commissioning party use to motivate and engage the participants in the event?

During the development of a smart event, it is needed to consider essential elements, such as interaction, information exchange and community experience, surprising haptic moments, as well as a well-elaborated dramaturgy (Knieriem & Luppold 2021, 44–45). To design a smart event interactively and involve, motivate and engage participants, audience response systems (ARS) can be incorporated. ARS are technical devices or applications that should increase the interaction in an event and between an instructor, expert or moderator and the participants. (Siebert 2022.) Another attractive technology that can be incorporated into smart events is gamification. It has become increasingly popular over the last years and is often used in marketing, sales, recruiting or training, as it does influence not only engagement but also motivation and performance (Faust 2021, 1). Using gamification in smart events can have different objectives: It promotes the motivation of the participant, as either the intrinsic or extrinsic motivation is stimulated (Wesseloh & Henrik 2019, 8). Gamification also serves to foster performance, as game mechanics such as progress bars or level indicators stimulate a goal setting and feedback function. Moreover, it aims to encourage participation, as habitual activities can be made more attractive and enable interaction between users. (Wesseloh & Henrik 2019, 8.) The expert also highlighted that gamification and other technologies such as virtual reality could be a suitable measure for motivation and engagement. Expert 3 stated that gamification is used more often in digital events but the integration of “new technologies during events is very dependent on the target group” (Expert Interviews 2022, 57). Expert 2 emphasised that gamification can be tricky and “adds a level of complexity”, participants “usually do not understand what it is” and that “gamified elements may also distract from the main reasons and motivations of any event” (Expert Interviews 2022, 57). Moreover, Expert 2 highlighted that the target group must be digital affine, and any gamified elements should be seen as a voluntary interaction of participants. Expert 3 shared a similar opinion and said that gamified elements can only be implemented if the group is digital affine and there might be the possibility that “participants are overwhelmed by using too many

technologies in one event (Expert Interviews 2022, 57). In addition, Expert 1 suggested including technologies, that aim to create a virtual avatar that can walk around in a digital world to network. Expert 2 recommended immersive technology, such as 360 degree or virtual reality. Expert 3 also mentioned virtual reality but still highlighted that it must be fitting to the topic of the event and the participants should show interest and desire for this kind of technology (Expert Interviews 2022, 57).

Therefore, two options can be utilised to engage and motivate participants in the digital event: It was already recommended to use **interaction and engagement tools** in the previous research question. These tools do not only help to actively involve participants but also to motivate and engage in participation. Another possibility is to incorporate **immersive technologies such as gamification or virtual reality** into the digital event. Gamification is an interesting technology that influences engagement, group dynamics, motivation, and performance. Even small, gamified elements such as progress bars and level indicators, badges, leader boards, reward or point systems, challenges and quizzes help to bring a certain goal closer. Technology such as virtual reality is particularly suitable for networking with other participants. With the help of a virtual avatar, participants can move around in a virtual area. As soon as a group of virtual avatars gathers, the camera function of a mobile device opens, and the participants can digitally connect. Any interaction and engagement tool, as well as immersive technologies such as gamification or virtual reality, can increase the engagement and motivation among participants. However, it should be noted that the excessive use of these tools and technologies is not beneficial for a digital event. As outlined in research question number one, the format of the digital event should consist of a pleasant mix of interactive but also passive elements. In addition, it is advisable to consider whether the group of participants is genuinely interested in the integration of such, and more complex technologies. If there is interest and the participants are digital affine, there is no barrier to integrating these interactive, engaging and motivative

features. Still, within the event or, if feasible, before the event, a tutorial should be given on how these features can be successfully utilised by the participants.

7.2 Ideas and proposals

Background. Through digitalisation, a variety of industries experience technological, economic, demographic, and social changes. Businesses, as well as their employees, are taking advantage of this digital shift and benefit from new communication and interaction possibilities, technological improvements, and expanded possibilities. However, this shift pushes businesses to maintain strong performance, as well as a faster, more cost-efficient, and innovative operation, which can harm employees' well-being, but also the working morale and the well-being within the business. Still, well-being (at work) is an essential component of a healthy working environment and corporate culture. Employees who feel comfortable can perform better and also contribute to a positive, balanced working morale. Yet, it is often considered a minor issue, not prioritised, or rarely pursued strategically.

Objective. The digital event should be the strategic solution to impart the important subject of "well-being" and is designed to motivate the employees, regardless of time and place, to improve their well-being and to show how well-being can be promoted at work. The aim is, among other things, to:

- Learn and develop a fundamental understanding of certain aspects of well-being and well-being at work
- Provide guidance on how these well-being aspects can be implemented and improved in life
- Motivate the participants to identify these well-being aspects as essential and to improve them in everyday life

At the end of the digital event, the participants should have gained new knowledge and skills that help to enhance well-being at work and personal well-being. The

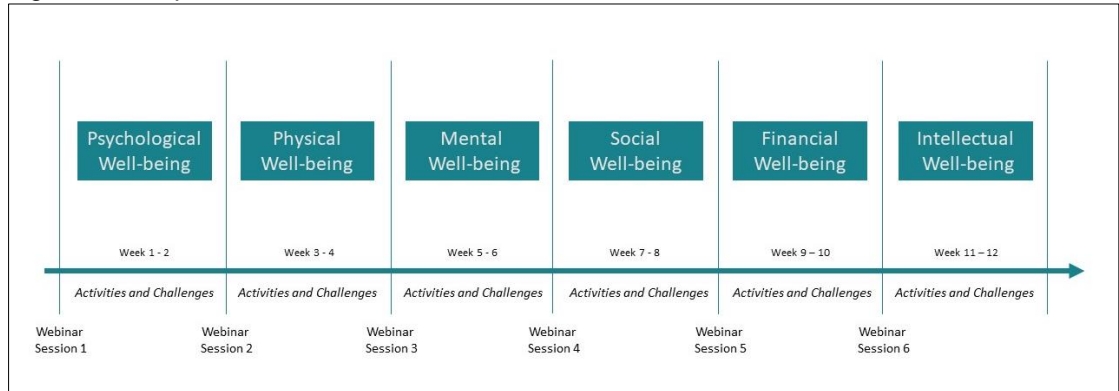
participants should realise that their well-being and well-being at work are important factors that should be continuously pursued.

Requirements. To promote well-being at work, the digital event should meet the following requirements:

- It should fit well into the work routine of all participants so that participation in the event is also feasible alongside everyday activities
- It should be attractive and interesting so that employees would like to participate in the event and are willing to enhance the well-being aspects
- It should consist of theoretical elements, that serve as a foundation to understand and build a deeper knowledge about each well-being aspect
- It should consist of practical elements, that ensure the exchange between participants, encourage the mutual learning process, and motivate them to continue learning
- It should combine theoretical and practical elements to achieve a high level of learning and development
- It should address key well-being aspects that are vital for well-being at work
- It should promote the personal development of each participant

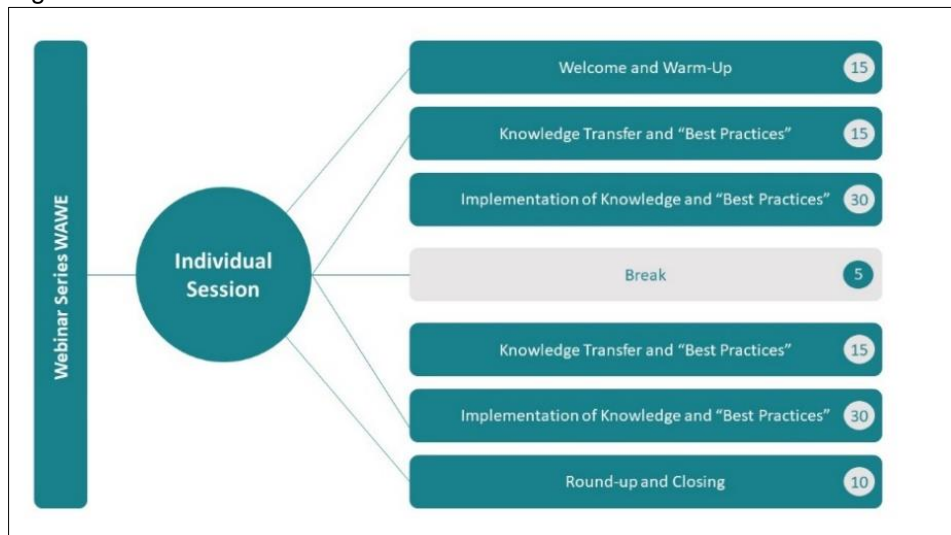
“Well-being at Work Event”. The “Well-being at Work Event”, also called “WAVE”, is a digital event that consists of a compulsory webinar series and voluntary exercises, challenges, and additional learning material. Over three months, six different well-being aspects will be highlighted within the event: psychological, physical, mental, social, financial, and intellectual well-being. Every second week, a compulsory webinar session will be hosted to provide deeper insights into the “topic of the week”. All webinar sessions last approximately two hours. Afterwards, the participants can voluntarily take part in activities that are designed to further deepen, internalise, and improve the content in their daily work routine and everyday life. Figure 5 illustrates a proposal for the setup of the webinar series.

Figure 5. Setup of the webinar series



Structure WAVE webinar series. To achieve the set goal, the structure of the WAVE webinar should be designed attractively with a variety of elements. For this purpose, a fixed structure has been developed, which consists of four major elements that serve as the basic handling of each session. Figure 6 presents the proposal of the structure of an individual webinar session.

Figure 6 - Structure of an individual webinar session



Each session begins with an opening element that aims to welcome participants, encourage them to actively participate in the program with small warm-up activities, and introduce the well-being aspect. This is followed by the theoretical element in

form of a keynote or presentation, which serves to convey a basic understanding, as well as to present “best practices” and how these can be integrated into the everyday routine. In the practical element in form of a workshop, the “best practices” can be discussed and, if feasible, practised with an exercise within the predefined small buddy groups. After this practical element, a break follows as well as another theoretical and practical element. In the closing element, the whole group returns to the main session and can present potential findings from the practical element. Moreover, a small interactive round-up activity and the preparation for the upcoming session of the WAVE can be included.

For the theoretical elements of the webinar sessions, different experts can give keynotes or presentations to promote the desired knowledge transfer. The practical elements aim to elaborate on the well-being aspect in greater depth; hence small buddy groups are set up in advance. The buddy groups remain in the same formation throughout the webinar series to allow participants to develop a closer bond with other group members and thus potentially share more intimate experiences and knowledge about their personal wellbeing experiences.

Content WAVE webinar series. To ensure that the participants can follow the digital event in a concentrated manner and absorb the diverse content, the whole digital event is divided into six sessions. Depending on the topic and content, the session can last up to 2 hours.

Session 1: Psychological well-being. Most employees are not aware of the numerous elements that influence psychological well-being. Although there are many pleasant aspects, such as job satisfaction, personal choices, as well as feeling equally treated, identified, or valued, that affect the well-being of the individual employee and the group dynamics within a team, there are still negative aspects, such as bullying, violence, or discrimination, that can also have an impact. This session aims to create a deeper understanding of which aspects influence

psychological well-being, how negative aspects can be prevented, and positive ones can be promoted.

Session 2: Physical well-being. Physical well-being is usually first associated with good health, but there are many more elements behind this aspect. Good health is of course important, but for that to be achieved, the employee needs to know how to achieve and improve it. In the end, it is not only about physical activity but also about a balanced diet, as well as healthy sleeping and stress prevention measures. This session will go deeper into the different elements that make up physical well-being and how these can be integrated into everyday work and private life.

Session 3: Mental well-being. A dominant aspect of employee sickness and absence is mental-ill health. Mostly, this is caused by work stress, sickness absence, depression, or anxiety. Although this is a particularly sensitive issue, the important factor is to educate and support each employee in this area. This session addresses this very intimate topic intending to increase awareness and provide a supportive environment.

Session 4: Social well-being. Interpersonal relationships among employees, leader-member exchange, social networks, and fair treatment: These elements are all essential within a business to create a pleasant and healthy working atmosphere. Social well-being at work is an important aspect that should be encouraged, as it can promote employee well-being and foster a comfortable working atmosphere. The approaches and ideas to enhance social well-being will be explained in this session.

Session 5: Financial well-being. Employees who have financial control and can respond to unpredictable shortages are generally more satisfied, and therefore perform better and feel motivated at work. In turn, a poor financial situation can

lead to absenteeism, mental illness, and stress. To prevent impaired financial well-being, this session will present specific measures to improve financial well-being.

Session 6: Intellectual well-being. Educate employees, and generate new challenges so that employees can continue to grow, become more dynamic, and broaden their mindset: These are factors that improve intellectual well-being. The final session focuses on coaching and mentoring the participants, proposing different activities and challenges that will enhance previously discussed topics of former sessions in order to encourage personal development, allow transformation and broaden individuals' skills and experiences.

A table has been created with ideas and proposals for the warm-up as well as the theoretical and practical elements for each session. This table can be reviewed in Appendix 12 (Ideas for warm-up, theoretical and practical element).

WAVE activities and challenges. The activities and challenges are offered to all participants voluntarily. Various activities and challenges are provided for each individual well-being aspect to support the participant to

- acquire further or deeper knowledge on a specific well-being aspect
- internalise the content of the webinar sessions and apply practical elements in the daily routine
- value the cooperation with other participants and strengthen the group feeling through team activities and challenges

The activities and challenges are designed to be simple and easy; hence the participants can integrate these into their daily working routine or private leisure time and are encouraged to join. An elaborated table, which can be reviewed in Appendix 13 (Ideas for activities and challenges), lists some ideas for individual activities and challenges for each of the six well-being aspects that have been selected for the program.

Motivating aspects. To ensure voluntariness, but to motivate as many participants as possible to take part in the webinar series and especially in the voluntary program, gamified elements will be incorporated. Learned concepts are particularly well memorised and therefore implemented in everyday life if these are acquired through intrinsic motivation. Gamified elements pursue the goal of intrinsic motivation and are therefore utilised for the webinar series and the voluntary activities and challenges.

Participation during the webinar series is rewarded with a rather budget-friendly but effective reward: The individual participant receives a certificate of participation, as a tangible item that reflects the accomplishment. In addition, the individual buddy groups formed during the webinar series have the chance to meet up and exchange with the executive position outside of the formal work setting. All voluntary activities and challenges will be rewarded with “digital badges” and “points” and participants are thereby encouraged to actively participate in the voluntary content. Digital badges can be earned once the participant performs a high number of activities and challenges on a particular well-being aspect. Points can be earned by participating in the activities and challenges. While activities are rewarded with a smaller number of points (e.g. between one and two points per activity), participants will receive a higher number of points for challenges (e.g. between 15 and 20 points). As soon as the participant has reached a certain number of points through executed activities and challenges, there is the opportunity to redeem these for rewards. Elaborated ideas for reward options can be reviewed in Appendix 14 (Ideas for reward options).

Implementation. The idea is to have one platform on which the entire digital event will take place and voluntary activities and challenges will be offered outside the mandatory WAVE webinar series. An example of how this platform could be set up is shown in the following graphics. The platform first serves as a registration page where the participant can sign up for the digital event.

Figure 7. Platform "Registration"

WELL-BEING AT WORK EVENT

Registration

Name Surname

City Country

Email Position

We are really happy to welcome you to our well-being at work event!

[SEND](#) **WAVE**

After the registration, the participant is taken directly to the starting screen of the platform, where all information is listed. In addition to general information about the platform, a kick-off video or details for the upcoming webinar sessions could be posted, as well as individual content such as videos, articles, activities, and challenges on specific well-being aspects.

Figure 8. Platform "Main page"

Wellbeing at work event
08/06/2022 - 13/07/2022

Welcome Jenni

Main Page

Webinar Series

Activities and Challenges

Your Progress

Chat

Countdown to our next session
7 days 12 hours 48 minutes

WELLBEING INSPIRES WELLDIVING

WELCOME AND ENJOY!
Click here to watch our kick-off video

TIME FOR CHANGE

The next webinar session
PHYSICAL WELLBEING
Click here to join!

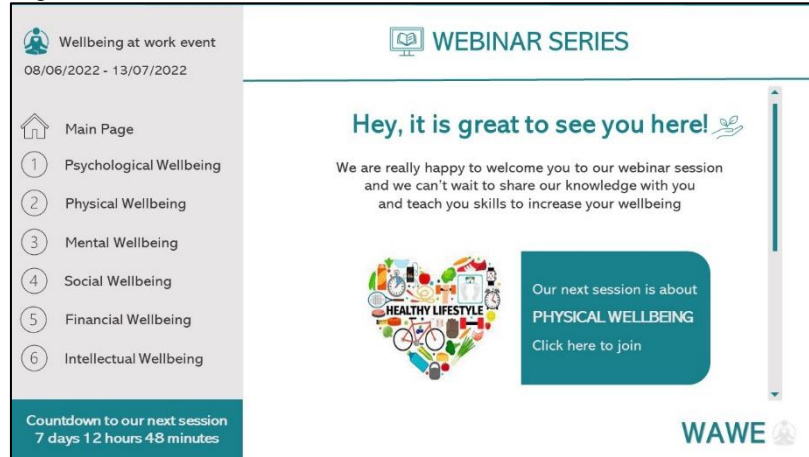
Read our new
ARTICLE
12 ways to enjoy
activity at work

ACTIVITY
Create your own
gratitude wall

WAVE

Webinar series. If the participant clicks on this heading, there will be a direct link to an overview of all webinar sessions. This landing page could be used to join the most recent webinar session, to announce specific information about the webinar or individual information.

Figure 9. Platform "Webinar series"



As soon as a well-being aspect on the left side is clicked, the participant is directly forwarded to the landing page of the individual well-being aspect. Only information on this specific well-being aspect is listed here. The individual information can then be selected to e.g. get information about the webinar session, watch the recorded sessions on-demand, join voluntary activities and challenges, or share thoughts with other participants on a bulletin board.

Figure 10. Platform "Webinar session"



Activities and challenges. This heading leads to various voluntary activities and challenges concerning well-being. The participant can collect points for executed activities and challenges and exchange them for a reward when a certain number

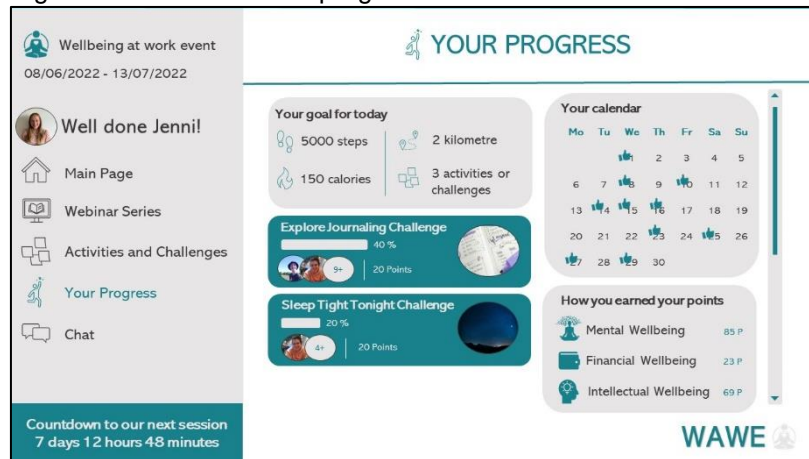
of points is reached. Depending on the activity or challenge, these can be either executed in a team or individually.

Figure 11. Platform "Activities and challenges"



Your progress. As soon as this heading is clicked, the participant is shown a list of their progress, which activities and challenges are pursued, a listing of personal goals and how points have been earned. The participant is further motivated by level bars, the activities that have already been completed, or the summary of points collected in the individual well-being aspects.

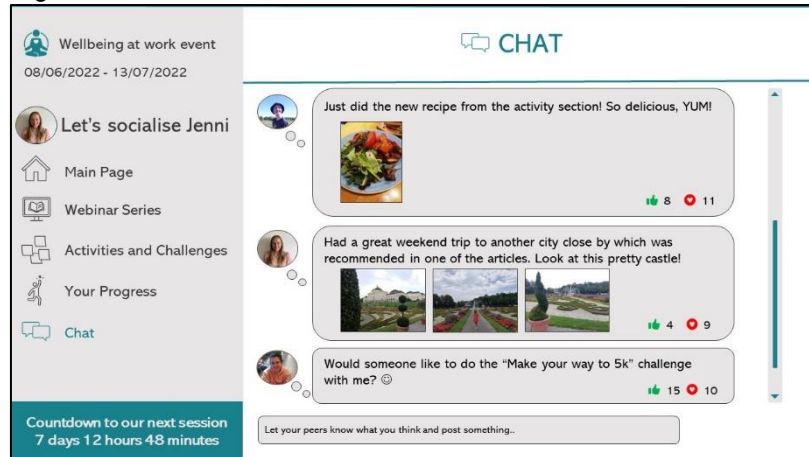
Figure 12. Platform "Your progress"



Chat. By clicking on this heading, the participant is forwarded to the chat. Information, ideas, and thoughts can be posted here by all participants. Through

emoji reactions to the posted content, other peers can show their recognition or interest. Recognition in any form can already motivate the participants and foster a social and happy business culture.

Figure 13. Platform "Chat"



7.3 Research trustworthiness

The main purpose of this subchapter is to analyse the research trustworthiness of this work. Based on the approach to trustworthiness by Lincoln and Guba, trustworthiness consists of four criteria: credibility, transferability, dependability, and confirmability (Stahl & King 2020, 26).

Credibility explores whether the findings are coherent with reality. This is a rather subjective question that mostly depends on the individual assessment (Stahl & King 2020, 26). According to Stahl and King (2020, 26), credibility can be verified with the help of the methodological and data triangulation process. While methodological triangulation involves the utilisation of multiple data collection methods, data triangulation uses "more than a single type of data to establish findings". (Stahl & King 2020, 26.) Both processes of triangulation can be confirmed, as two different research methods have been used for the data collection. Moreover, the ideas and proposals have been developed with the

findings of the theoretical framework, the interview and observation insights; hence the credibility of this work is trustworthy.

Transferability evaluates whether the findings can be generalised, or patterns and descriptions can be replicated (Stahl & King 2020, 27). Within qualitative research, the intention is to gain "new knowledge from emerged discovery-oriented qualitative research" (Stahl & King 2020, 27), but also to learn from the systematic qualitative research of others. Transferability can be established with the help of a thick description of the situation, and with a sufficient representation for the implementation. (Stahl & King 2020, 27.) In the context of this work, transferability can be confirmed, as all situations have been described to the best possible extent. Retrospectively, all information from utilised sources has been cited, and detailed descriptions of methods, timeframes, and influential participants (interviewees and service providers) of the data collection have been provided. Moreover, the ideas and proposals for the digital event have been explained as accurately as possible and supported with tables and graphics.

Dependability examines "the trust in trustworthy" (Stahl & King 2020, 27), i.e. actively trusting that findings are based on a credible, true theory and can be utilised in further research. Through peer debriefing (the use of another researcher to read and respond to findings), dependability can be strengthened. The aim is that this researcher understands the context of the findings and would draw the same or similar conclusions. (Stahl & King 2020, 27.) Dependability can be confirmed as a logical chain of activities has been used in this work. As described in the previous paragraph, all details of the data collection, analysis as well as results and proposals have been clearly outlined. However, the possibility cannot be ruled out that other researchers might have further or different recommendations for the ideas and proposals of the digital event.

Confirmability aims to get “as close to objective reality as qualitative research can get” (Stahl & King 2020, 28). To guarantee confirmability, the reality must not be constructed but an objective approach must be sought. This can be achieved through precision and accuracy, the use of real data and facts, and the involvement of other researchers. (Stahl & King 2020, 28.) In the scope of this work, confirmability can be verified as all data and facts presented in this work can be reviewed either via open sources, in the appendix or upon request. Through the involvement of professionals or public well-being platforms, a serious, precise, and accurate insight into digital events and well-being aspects could be gained, which supported the outcome of this work.

Retrospectively, there is one aspect within the preparation of this work that would have been addressed differently: The approach to selecting potential interviewees. Although three reputable professionals were found whose insights were highly interesting and relevant for the elaboration of ideas and proposals, it was difficult to find three interested parties. An earlier search and contact with potential businesses as well as professionals would have been beneficial.

Research limitations. The commissioning party specified to observe only three service providers that were represented globally and offered well-being programs to companies, as well as to conduct no more than three interviews with professionals who successfully organised and implemented digital events. Despite these limitations, the observations and interviews provided a comprehensive and versatile insight that supported the final research proposal of this work.

Although a comprehensive insight was gained through the observations, the access to the demo versions of the platforms of Woliba and Wellable would have been advantageous. As only the webpage of these platforms could be observed, this turned out to be a limitation. Therefore, only an overview of educational

presentations, well-being courses and categories could be obtained, but no deeper insights into the content could be observed.

Suggestions for future research. There are three suggestions for future research:

1. For the implementation of the digital webinar series, each individual well-being session has to be elaborated on in more detail. Although ideas and proposals have been given for the implementation of the theoretical as well as the practical element of each session, these suggestions rather serve as a foundation. Therefore, it is necessary to further research and elaborate on specific, and trustworthy content for each session to ensure a successful and fruitful webinar series.
2. Since the event only lasts over a certain period, yet well-being should be consistently promoted by a business, an additional program could be developed in form of an app. This app could consist of activities and challenges that reflect different aspects of well-being. By completing the challenges and activities, the participant constantly improves their well-being and is motivated by playful incentives to continue fostering their well-being. The proposal would be to conduct further research on which elements would be needed for an accompanying app and how this app could be connected with the digital event.
3. In the context of this work, only gamified elements have been considered in the implementation of the digital event. Another proposal would be to conduct further research on the implementation of immersive technologies such as virtual reality in digital events.

8 FINAL WORDS

The goal of this work was to answer the research questions and to elaborate ideas and proposals for a digital event focused on well-being at work. It can be concluded that this goal was accomplished, as the research questions could be successfully answered and ideas and proposals for the digital event were elaborated.

The idea of incorporating tools and new technologies into the digital event was rather unrealistic at first, as there was little prior knowledge in this area. It was quickly realised that these tools and technologies were an interesting aspect for

the development of a digital event, as research and interviews revealed that interaction and engagement tools or technologies such as gamification are essential elements for any upcoming digital event and have a great potential to motivate and engage participants.

The developed ideas and concepts of the digital event have great potential, as a sensible but highly important topic is addressed that is relevant in personal as well as professional life. Still, it is essential to elaborate on each proposed well-being aspect with theory-based content and develop a fitting, suitable platform for the digital event, in order to guarantee a successful implementation.

This work has made me realise once again that the development and practical implementation of any event format is a very interesting topic for my future and that I can very well imagine working in this field. The new knowledge about well-being has also shown me that it is a very relevant and an attractive topic, which I would like to explore further. The development of the ideas for the digital event was incredibly exciting. I know that there is still work to be invested in the final realisation of the digital event and content, but I would also enjoy that very much.

To conclude, it was a great experience to write this work and acquire in-depth knowledge about (digital) events and well-being, as well as elaborate ideas for a digital event, focused on well-being at work.

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APPENDICES

Appendix 1. Interview guide (1/2)

Interview Guide

<i>Interviewee</i>	
<i>Job Position</i>	
<i>Email</i>	
<i>Company Name</i>	
<i>Date of Interview</i>	
<i>Interview Type</i>	<input type="checkbox"/> Microsoft Teams <input type="checkbox"/> Email
<i>Notes about Expert</i>	

Introduction

- Please tell me more about your positions and your activities in the business.

Opening Questions

Features of a digital event

1. Imagine you are planning a virtual event to inform and teach employees about a certain topic. The virtual event also serves to integrate this topic more into the lives of the participants. What are important features for the virtual event that come to your mind first?

Key Questions

Knowledge transfer

2. The idea of the virtual event is to address various domains concerning well-being at work. Employees should use this event for increasing their knowledge about well-being. What event format would you use for knowledge transfer?
3. What do you think about inviting an expert to give a presentation about a specific well-being topic? How long should this expert talk be?

Appendix 1. Interview guide (2/2)

4. Since well-being at work offers a wide range of topics, it is not possible to fit all information into one session. How many sessions do you think would be appropriate to host so that employees do not lose motivation to participate?
5. Instead of hosting sessions (e.g. webinars), do you have other ideas or suggestions on how to transfer the knowledge to participants?

Interaction and engagement

6. How important is the interaction between participants and a moderator/expert or between participants? How would you facilitate these interactions?
7. How do you increase the engagement of virtual participants? Would you use specific tools and technologies and if so, which ones would you recommend?
8. What do you think about engagement tools (e.g. Mentimeter, AhaSlides, Mural, tedme)? Have you used these kinds of tools before and if so, what is your experience?

Gamification and other technologies

9. Would you use new technologies such as gamification in the virtual event and if so, how would you incorporate it?
10. Do you have any other new technologies in mind? How would you incorporate these in a digital event?
11. What do you think about challenges or competitions to motivate employees? Would you also include such features in a virtual event and why?

Closing Questions

Further inspirations and comments

12. Are there any comments, information, ideas, or feedback that you would like to add?

Appendix 2. Contacted businesses and professionals

Type of Contact	Why
Business	<ul style="list-style-type: none"> - One of the world's leading agencies for event management and live communication with 40 years of experience - A comprehensive range of different event services (events, hybrid and digital solutions, creative and strategic solutions, and services) - Interesting blog articles that represent important features of digital events
Business	<ul style="list-style-type: none"> - Leading business for team building and team events with 26 years of experience and more than 9,000 implemented events - Interesting and innovative digital event ideas on how corporate events can be implemented.
Business	<ul style="list-style-type: none"> - Interesting event agency specialised in digital and hybrid events with a great performance portfolio - Important key aspects such as the involvement of participants or new technologies such as gamification are mentioned on the website
Business	<ul style="list-style-type: none"> - Leading luxury private party and corporate events management in the UK - Interesting planning resources such as the Planning Employee Events Guide, blog articles and case studies
Business	<ul style="list-style-type: none"> - Leading event organiser with a great performance portfolio of live, hybrid and digital corporate events - A large number of interesting blog posts about digital and hybrid events - The collaboration with digital businesses that have insights into diverse event and communication strategies
Business	<ul style="list-style-type: none"> - One of the leading event-app platforms worldwide for on-site, virtual and hybrid events - Expertise with different event formats including, break-out rooms, live streams, on-demand videos and interactivity among participants (gamification, live chat, social media wall etc.)
Professional	<ul style="list-style-type: none"> - Recommendation of the thesis supervisor - Entrepreneur with expertise in events and virtual environment
Professional	<ul style="list-style-type: none"> - Expertise in digital transformation and business models - Professional at a digital research institute
Professional	<ul style="list-style-type: none"> - Expert in digital event management, marketing, and customer relationship management - Professional at digital research institute
Professional	<ul style="list-style-type: none"> - Expertise in event management and digital conventions - Working for an event organiser focused on digital platforms and infrastructures for companies

Appendix 3. Information booklet

Interview and Thesis Information

Table of Contents

Information about the interview	1 Why [redacted]?	2 General Information	3 Potential Questions
Information about the thesis	4 Topic and Objectives	5 Research Questions	6 Personal Introduction

1. Why [redacted]?

- ★★★★ Leading event organiser with a diverse performance portfolio and more than 40 years of experience
- Great customer reviews and a variety of awards for the successful, creative implementation of events
- Interesting blog articles and studies that represent important features about digital events

2. General Information

- The interview aims to gain insights about important characteristics of a digital event
- The interview will take around 30 to 45 minutes (including opening and closing)
- There will be approx. 10 to 12 questions that can be openly answered
- The interview will be recorded, and afterwards sent to the interviewee
- All information will be treated anonymously within the thesis

3. Potential Questions

- The idea of the virtual event is to address various domains concerning well-being at work. What format would you use?
- How important is interaction between participants and a moderator/expert or between participants to you? How do you facilitate these interactions?
- Do you use new technologies such as gamification in your virtual events and if so, how is this implemented?

4. Thesis' Topic and Objectives

Increasing well-being with technology through organisational support
Developing ideas for a digital event focused in employee well-being at work

- Developing ideas for a digital event that helps to understand the importance of Well-being in the workplace
- Implementing the program mostly as a digital event

5. Research Questions

- What kind of content, tools, and program is needed to ensure an interesting and attractive digital event concerning Well-being in the workplace?
- How important is personal interaction with other participants and how can it be arranged digitally?
- Is it possible to use new technologies to motivate and engage the participants in the program?

6. Personal Introduction

Hey! My name is Jennifer, and I am a double degree student at the University of Applied Sciences, Stralsund and the South-Eastern Finland University of Applied Sciences. I am studying International Management and I am currently writing on my bachelor's thesis, which concentrates on developing ideas for a digital event, focused on well-being at work.

In my previous jobs or internships at Deutsche Messe, Mack Books or Bosch, I was already able to gain great insights into the organisation of exhibitions and events of all forms. Therefore, I decided to deepen my knowledge in the area of events, as this is really my passion.

Thank you!

Please let me know if you have any question, I am happy to answer.

Appendix 4. Cover letter

Hey (business) team!

I hope you are doing well. My name is Jennifer, I am studying International Management at the University of Applied Science Stralsund, Germany, and I am about to finish my studies this summer.

I am sure you are wondering why I am emailing you today. I am currently writing my bachelor's thesis, which concentrates on developing ideas for a digital event focused on well-being at work. For my research, I would like to conduct expert interviews with international event organisers, to get deeper insights into digital events, their features and characteristics, and how to implement them so that participants feel engaged and motivated.

But why exactly am I contacting you for an expert interview? I checked your website and already thought that you would be a great business to interview, as you offered a variety of event formats or had interesting blog posts and case studies, which matched really well with my thesis topic. I also looked at your references, so my first impression of you has only been confirmed. Whether it's a trade fair, conference, or brand experience; your portfolio is really impressive as you have organised any event for various businesses. I am sure that your experience should give me an interesting insight into the organisation and execution of a virtual event, and you might be able to give me useful tips on which features to look at in a digital event.

Attached you will find the first information about the interview and an overview of my thesis topic and myself. If you are interested in an interview, I am really looking forward to speaking with you and gaining insights from your knowledge. Also, I will of course be happy to virtually meet with you when and how it suits you best!

Let me know if you have any questions and feel free to contact me at any time!

I am really looking forward to your answer.

Best wishes from Germany!

Jennifer

Appendix 5. Consent form**Interview Consent Form**

Participant's name	Interview date
Project title	
Increasing well-being through organisational support. Developing ideas for a digital event focused on employee well-being at work	

Dear Mr./Ms. x,

I will be conducting expert interviews as part of my bachelor's thesis. With this document, I would like to ask you to give your consent to be interviewed and to record our conversation.

The interview is exclusively related to the exchange of knowledge about digital events, their characteristics and features and the integration of (new) tools and technologies to improve engagement and motivation among participants.

All data recorded will be treated confidentially, analysed anonymously, and stored.

I am looking forward to receiving your consent.

Jennifer Kleinert

Declaration of consent

I hereby give my consent to be interviewed as part of this research project.

Date signed

Participant's signature

Appendix 6. Observation targets

		Well-being Platform							
		Grokker	Wellable	Headspace	Sprout	Unmind	Woliba	Changers	LifeWorks
Individual	Psychological Well-being	x	x	x	x	x	x	x	x
	Physical Well-being	x	x	x	x	x	x	x	x
	Intellectual Well-being		x				x	x	
	Mental Health Well-being	x	x	x	x	x	x	x	x
	Material/Rewards Well-being	x	x		x		x	x	x
	Career Well-being				x		x		
	Spiritual Well-being		x	x		x	x		
	Financial Well-being	x	x	x			x		x
	Work/Family Well-being	x	x	x	x		x		x
Group	Social Well-being	x	x	x	x		x	x	
	Compassionate/Relational Leadership Well-being								
	Stakeholder Well-being								
Organisational	Humanistic/Fair Practices Well-being								
	Organisational Financial Well-being								
	Wellness Management Well-being	x	x		x	x	x	x	x
	Healthy Work/Organisation Well-being	x	x		x	x	x	x	x
Promotion	Flexible Working								
	Comfortable Working Environment		x						
	Knowledge Transfer	x	x	x	x	x	x	x	x
	Healthy Eating	x	x	x	x	x	x	x	x
	Physical Activities	x	x	x	x	x	x	x	x
	Family-Friendly Activities			x					
	Fun Activities		x	x			x	x	
Tools	Gamification	x	x		x		x	x	
	App/Software	x	x	x	x		x	x	
		14	18	13	14	9	18	14	11

Appendix 7. Observation template Woliba (1/6)

Observation Template No. 1

Name of Service Provider	Woliba	
Country of Origin	United States	
Founded in	2014	
Webpage	https://woliba.io/	
Sources of Observation	<input checked="" type="checkbox"/> Website	<input type="checkbox"/> Demo Version
Period of Observation	26. - 27.03.2022	

1. What are special features according to the service provider?

Align Initiatives → Combine company goals and missions with historical data to lay the foundation of the program

Communication & Automation → Automatic notifications, reminders to communicate initiatives, events, or activities across the organisation

Connect Teams → Mobile intranet connects all employees within a business. Colleagues feel connected to the team and mission no matter where they are or which position they have

Real-time data → Metrics are presented to monitor initiatives, address business challenges or power employee engagement

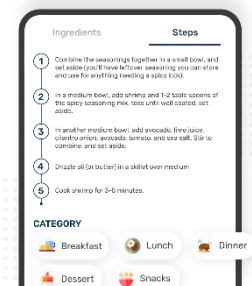
2. What well-being products and services are offered to employers?

Woliba's business program consists of a **platform** that has four key aspects

- **Wellness**
- **Community**
- **Engagement**
- **Admin**

Wellness → Resources and challenges to support employees in all areas of well-being

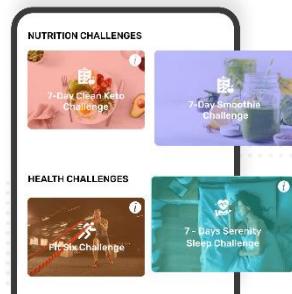
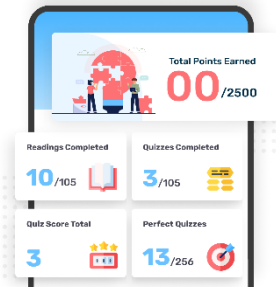
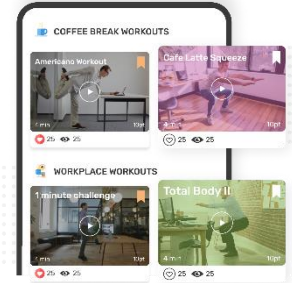
- **Activity challenges** to connect teams across the organisation with customisable challenges. Employees can challenge themselves in the “challenge yourself” option, but also colleagues, teams, local departments, certain locations, and global co-workers across the company. Connect teams or employees, that do not work together or encourage peers and inspire movement with a challenge to build comradery, boost morale and strengthen team connections
- **Nutrition recipes** to fuel workplace wellness with more than 20 different **nutrition categories** (Anti-Inflammatory, Blood Sugar Control, Brain Health, Detoxifying, Digestion, Energy, Fat Loss, Gluten Free, Gut Health, Heart Health, Hormone Health, Immune Support, Keto, Mood, Paleo, Sleep, Sugar-Free, Vegan, Vegetarian, Whole 30) for individual goals and dietary needs of the employee. Information on **nutrition recipes** consists of general information about the dish, information about the recipe like cooking level, how many people it serves, what kind of dish it is (e.g. snack, meal,



Appendix 7. Observation template Woliba (2/6)

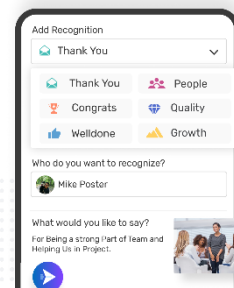
breakfast) or how long it takes to prepare and cook. Recipe Directions are provided by videos that give guidance and educate about improving daily eating habits.

- **Fitness** to motivate employees to stay active by providing workplace wellness with fitness videos that will help enhance workplace well-being and strengthen employee engagement. There are various **fitness categories** in the fitness library (1-minute challenges, mental break, coffee break, body weight, relax & regenerate, quick fix, plates, night-time stretches, morning jump-start, workplace workout, boxing, cardio, dancing, running, strength, stretching, yoga, Zumba) that encourage movement both inside and outside. The “Quick Fix” helps to manage pain better, so employees are less stressed and more productive.
- **Wellness Education** to improve awareness for personal health by providing different over 20 **education categories** (mental health, cessate smoking, stress, financial wellness, nutrition, women’s health, fitness, workplace, lifestyle, cardio health, detox, gut health, mindfulness, spirituality, weight loss, diet, strength training, men’s health, sleep, immune support) with resources to boost the awareness of personal health. More than 100 articles and quizzes focus on a holistic approach to well-being that supports employee well-being education. Gamification features (e.g. Readings completed, Quizzes completed, Quiz Score total, Perfect Quizzes) are a key component to increasing participation and keeping teams motivated.
- **Behaviour challenges** to enhance employee and workplace well-being. There are different behaviour categories (e.g. nutrition challenges → 7-day clean keto, 7-day smoothie/health challenges → fit six challenge, 7-days serenity sleep) that motivate with daily tips and education. These challenges can be done individually or with a buddy. All behaviour challenges should motivate to involve wellness in the everyday life and to form special habits. All challenges have a holistic approach that supports employees can start or continue their wellness journey.



Community → Nourish team relationships, connect colleagues, and encourage recognition

- Build workplace connections through **buddies**. There is the opportunity to search for buddies, which is a function to find colleagues and new peers who share similar interests and goals. Employees can add buddies to develop new relationships with cross-functional teams. The buddy **request** promotes team building and enhances employee morale.
- Inspirational team bonding through **peer recognition**. Employees can give recognition (e.g. thank you, congrats, well done, people, quality, growth), which fosters an identifiable company culture by



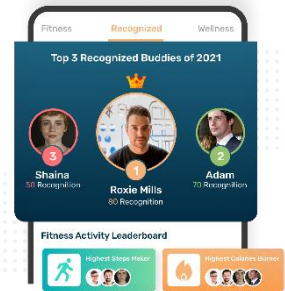
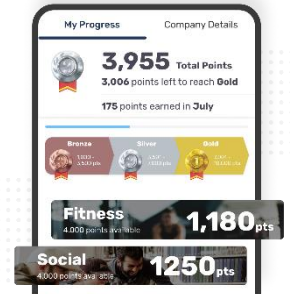
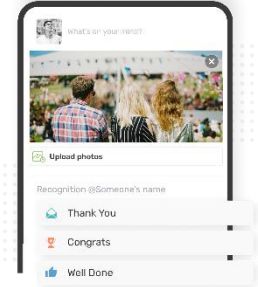
Appendix 7. Observation template Woliba (3/6)

aligning acknowledgements to company values. Employees can build communities by tagging multiple employees in a post to compliment group efforts and strengthen cross-functional ties. Inspire team connections by mentioning new hires and promotions to increase the businesses' internal network and make onboarding more fun.

- **Chats** give the opportunity to build engagement. There are different types of chats: The challenge chat aims to cheer each other on and motivate other peers. The event chat is for easy communication with the team and peers. The global chat connects all employees within an organisation.
- **Social feed** can be posted on the social network of the business. The **feed** function helps to stay connected with peers regardless of the location. New posts are for sharing photos with the community and the comment and replies functions are for sharing thoughts, recognition, or messages with other peers.

Engagement → Event management, employee rewards, and custom content

- **Events** to virtually connect teams. Employees can create events and launch customised company-wide events locally to one location or globally in minutes with automated communication. With the event calendar, employees can see which events are happening and easily reply and be part of the happening. Virtual events can be launched in 90 seconds and can be linked to Microsoft Teams or Zoom. Participation and engagement can be easily tracked.
- **Company rewards** are automated and maximise engagement. Employees can review the points earned and the entire system is gamified to motivate and engage employees all year. Reward types are amended to each behaviour challenge and form habits and motivate employees. Company rewards can be customised and communicated with a unique rewards program, where real-time progress can be tracked.
- Celebrate achievements and successes with **leader boards**. Successes are celebrated (Culture Champion) in all areas no matter the location or job title. Everyone is recognised and all accomplishments for the team, either globally or locally, are acknowledged. Global leader boards show the personal wins of peers and motivate your greatness.
- **Custom content** can be created with, e.g. articles, videos, and recipes. Own articles around health and well-being can be created to better organise own resources in one place. Personal video content from the team and wellness champions can be uploaded. Also, employees can post and share their recipes.
- Acknowledge **anniversaries** and milestones to boost morale. Honour work anniversaries, appreciate employees' birthdays and allow peers to do the same. Automated anniversary notes about special occasions can be received as a pop-up.

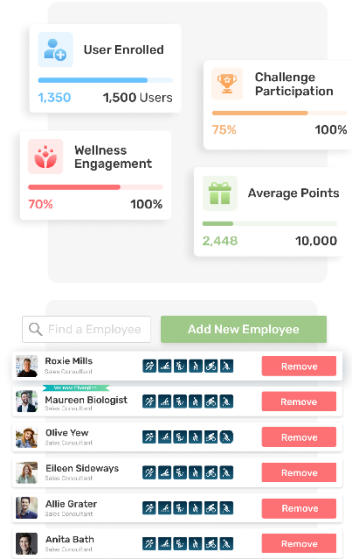


Appendix 7. Observation template Woliba (4/6)

- **Wellness assessment** for personalised wellness journey includes, e.g. the health assessment, which looks at the entire person in all areas of well-being. Questions can be easily completed to assess the own wellness and an HRA report (Health Risk Assessment) helps to guide the individual wellness journey.

Admin → Real-time insights, powerful data, recommendations, automation tools

- The **admin dashboard** shows real-time engagement and participation dashboards that track employee engagement (participation across the entire program), company initiatives (communicate and track initiatives) and user management (manage roles and permissions from admins, wellness champions and company content creators).
- **Challenges** can be launched within minutes and can be created locally or globally with automated communication and reminders to employees. Data and Analytics (e.g. progress, milestones, participation) of the challenges can be tracked and **completed challenges** can be easily reviewed with information about participants, groups, and fitness accomplishments.
- **People Management** can be done with the employee dictionary, which shows the entire roster of employees and participants can be easily added or removed. Employee profiles list all important information about the participant and their program participation. User Roles can be easily changed and grant specific access to a team, champion, or company challenges.



3. Which domains of the multidimensional well-being paradigm are reflected in the content of the platform?

Perspective	Domain	Why
Individual	Psychological	<ul style="list-style-type: none"> ○ Employee's engagement ○ Employer support to broaden the mindset ○ Psychological growth ○ Personal choices can be made in the program ○ Knowledge Transfer (Stress, Lifestyle, Sleep)
	Physical	<ul style="list-style-type: none"> ○ Various fitness activities ○ Knowledge transfer (Cessate Smoking, Nutrition, Fitness, Diet etc.) ○ Challenges
	Mental	<ul style="list-style-type: none"> ○ Knowledge transfer (Stress, Mental Health, Mindfulness) ○ Recognition ○ Challenges
	Intellectual	<ul style="list-style-type: none"> ○ Learning opportunities

Appendix 7. Observation template Woliba (5/6)

Individual	Material/Reward	<ul style="list-style-type: none"> ○ Company Rewards ○ Gift Cards ○ Financial Rewards ○ Fundraising
	Career	<ul style="list-style-type: none"> ○ Appreciation ○ Knowledge Transfer (Workplace)
	Spiritual	<ul style="list-style-type: none"> ○ Knowledge Transfer (Spirituality)
	Financial	<ul style="list-style-type: none"> ○ Financial Rewards ○ Knowledge Transfer (Financial Wellness)
	Work/Family	<ul style="list-style-type: none"> ○ Weekend Challenges ○ Cooking Recipes
Social	Social	<ul style="list-style-type: none"> ○ Connecting Participants ○ Strengthen Relationships ○ Team Bonding ○ Recognition
Organisational	Wellness Management	<ul style="list-style-type: none"> ○ Wellness Assessment ○ Real-time Data ○ People Management
	Healthy Work/Organisation	<ul style="list-style-type: none"> ○ Connected Employees ○ Motivated Employees ○ Company Initiatives

4. How are new tools and technologies integrated into the platform?

Tools and devices

- Wearable fitness trackers such as Fitbit, apple health, apple watch, Garmin, Strava, Withings, or Google Fit can be integrated into the wellness platform.
- Calendar Integration of Google, iCalendar, Outlook, Yahoo
- App for either Android or Apple devices (Phone, Tablet, Desktop)

Gamification

- Quizzes that support the acquisition of knowledge
- Method to push continuation like “Readings Completed” or “Quizzes Completed”
- Points Earned to challenge other teams or participants
- Leader boards to compete with others and celebrate successes
- Challenges to motivate and encourage participation

5. How does the product ensure interactivity and communication between the individual participants?

- Teams can be connected through activity challenges
- Workplace connections can be built through buddy groups
- Chats options

Appendix 7. Observation template Woliba (6/6)

- Social networks where participants' feeds can be reviewed and commented on, and participants can post their feeds.
- Own content can be created as videos or articles about own recipes or experiences
- Recognition from participants

6. How are the users of the platform motivated to continue participating?

Activity Challenges Examples		
Classic	Step-Tember	Total Step Challenge, where all steps are counted during September. Challenge gives "social points" to win rewards
	Candy Crush	Calorie Burn Challenge with the theme "crush sweet cravings" and do more exercise Challenge gives "social points" to win rewards
Survivor	Weekend Warrior	Different challenges will be emailed to the employers and should be done over the weekend
	BOD Squad	Comparison with other teams, that have done a certain number of steps or burned a certain number of calories. The aim is to reach a higher number as a team
Group	Step-by-Step	Group has four weeks to reach 50 million steps as a team and prove that the company can do anything if working together
	Charity Challenge	A group target fundraiser combines all activities of employees into one score. Once the group achieves the goal, a preselected donation will be made

Behaviour Challenges Examples		
Life style	Serenity Sleep Challenge	Aims for more sleeping stability and more energy during the day. Guide to creating healthy habits and improving sleeping hygiene
Stress	Meditation Challenge	Aims to relax the mind, improve awareness, or make mental or physical changes. Different meditation techniques are introduced to reduce stress and anxiety, improve focus, and enhance mood
Nutrition	Sugar Detox Challenge	Aims to reduce/eliminate refined sugar. The challenge also includes knowledge transfer on how sugar affects mood, energy level, and fat loss.
	Take Heart Omega-3 Challenge	Aims to incorporate Omega-3 foods, and limit processed food and red meat to improve heart health. Knowledge transfer about, e.g. risk factors such as blood pressure, obesity, and high cholesterol, that are influenced by saturated trans fats.
Fitness	Fix Six Challenge	Aims to support fitness goals. Movement patterns are practised each day and at the end, the employee will be equipped with tools that help to reach personal goals and become a better mover
	Charity Challenge	A group target fundraiser combines all activities of employees into one score. Once the group achieves the goal, a preselected donation will be made

Appendix 8. Observation template Wellable (1/7)

Observation Template No. 2

<i>Name of Service Provider</i>	Wellable
<i>Country of Origin</i>	United States
<i>Founded in</i>	2013
<i>Webpage</i>	https://www.wellable.co
<i>Sources of Observation</i>	<input checked="" type="checkbox"/> Website <input type="checkbox"/> Demo Version
<i>Period of Observation</i>	28. - 29.03.2022

1. What are special features according to the service provider?

Holistic Wellness Solution → Addresses multiple dimensions of health with a personal wellness assessment

Customisable and Configurable → Creates wellness program that focuses on businesses' specific goals and objectives (wide range of customisation and configuration options across all products)

Dedicated Account Management → Wellable account managers can give guidance on wellness success

Diverse Content → Experience multimedia content, including audio, video, and written word

Robust Integration → Integration of all leading wellness apps and devices

Easy access and support → Access through the web or mobile app and assistance from the support team

2. What well-being products and services are offered to employers?

Wellable's business solutions consist of five products

- **Wellness Platform**
- **Health Content**
- **On-Demand**
- **Wellness Services**
- **Tobacco Cessation**

Wellness Platform → Corporate wellness platform with challenges, educational content and unique wellness experiences that promotes healthy behaviour, enhances company culture and increases productivity.

- **All-In-One Well-Being Hub** with a customisable program, leading consumer wellness technologies can be integrated, clean features, an easy-to-navigate user interface and holistic multimedia wellness content. Interactive holistic wellness challenges can be customised and promote healthy behaviours across multiple dimensions. Incentive Programs that support long-term, ongoing behaviour changes and health care costs. Personal Wellness Assessment with self-evaluation that offers personalised feedback for employees and actionable data for employers. Clinical Event Verification of preventive health care procedures and visits (e.g. annual flu shots, physical examination).

Appendix 8. Observation template Wellable (2/7)

	PHYSICAL ACTIVITY OR HOLISTIC WELLNESS CHALLENGES	CONTINUOUS INCENTIVE WELLNESS PROGRAMS
DURATION	Four to eight weeks (recommended) but can be longer or shorter, so long as there is a fixed start and end date	Ongoing program
REWARD DISTRIBUTION	Weekly or end of challenge	Monthly (recommended), quarterly, or yearly; when one reward period ends, another begins (no breaks)
REWARD BUDGET	Smaller budget with not every participant able to receive a reward or incentive	Larger budget with every participant able to receive a reward or incentive
REWARD STRUCTURE	Raffles, top ranking individuals/teams, or some sub-group of participants	Tiered reward system which allows every participant to earn a reward
EMPLOYER GOALS	Focused on employee engagement, team building, and culture	Focused on rewarding ongoing daily behaviors with clearly defined and measurable activities to contain health care costs

- o Different **engagement** opportunities that encourage participation across demographics and fitness levels. Company programs can be created that goes beyond the online portal (e.g. team-building events, leadership support, social activities). Communication can be done through customised emails, in-app bulletin boards, branded flyers, push notifications or text messages. Apps and devices like Apple Health, Fitbit, and Garmin can be connected. Gamification and the community are promoted by individual/team wellness challenges, healthy competitions, social interactions, and leader boards. Flexible rewards and incentive models deliver a great impact on participation and workplace health.

Reward Options and Ideas	
Reward Options	Reward Ideas (Examples)
Budget-friendly	Public Recognition, Certificate of Participation, Time with Leadership, Corporate Discounts, Company Swag
Experience	Catered Lunch, Event Tickets, Meal Delivery Service, Chair Massage, Team Building Experiences
Monetary	Visa Gift Cards, Charitable Contributions, Payroll Contributions
Fitness	Wearable Devices, Wellness Goods, Fitness Memberships, Premium App Subscription
Benefits-based	Health Savings Account, 401(k) Distributions, Flexible Spendings Account, Paid Time Off

- o **Measure program impact** with relevant analytics that helps to optimise programming, deliver desired results, and achieve wellness goals. On-Demand Analytics and reports can be downloaded as interactive dashboards or exportable reports. Qualitative data give feedback from periodic surveys. Wellness specialists help with account management and support designing program strategies, and success metrics or evaluating performance.

Health Content → Maximises reach and impact, as better health starts with awareness and education

- o A multimedia strategy that proactively provides evidence-based health information on a wide range of topics that can be accessed onsite or remote

Appendix 8. Observation template Wellable (3/7)

- **Holistic Webinars** about holistic well-being subjects are monthly provided by health educators and consist of educational presentations that are hands-on and custom-created to connect with participants. The presentations can be either accessed on-demand or live, including a Q&A period and encouraging round tables.
- **Health Tips** based on research sent via push notifications on the device. Specifically kept short and linked to more details for further information.
- **Fully branded newsletters** compiled of educational articles cover a wide range of lifestyle and health topics (e.g. heart health, physical wellness, mental health, nutrition)



On-Demand → Unlimited access to the library of fitness and mindfulness/meditation classes, sleep stories or recipes

- **Workouts** for all fitness levels from trainers from all across the globe. New content is added each month. A big range of **fitness classes** is based on speciality, areas of focus, lifestyle, or length. Classes can be, e.g. Dumbbell, Bodyweight, HIIT, Strength Training, Yoga, Pregnancy, Pilates, Meditation and Mindfulness, Nutrition or Sleep.
- **Wellness beyond fitness** with meditation and mindfulness series, recipe packs and sleep stories

Wellness Services → Wide range of on-site and virtual wellness services including health coaching, fitness classes

- Interactive **educational presentations** that connect participants and aim for lasting healthy habits.

Educational Presentations	
Topic	Presentation (Examples)
Behaviour Change	Behaviour Modification, Digital Detox, Giving Back with Positivity, Goal Setting, Overcoming Setback, Productivity 101
Financial	Be your own CFO
Mental Health	Beating Burnout, Better Balance (Better You), C'mon Get Happy, Gratitude – A How-To Guide, Healthy Aging – Brain Health and You, Intellectual Wellness, Meditation 101, Retrain Your Brain, Social Wellness, Stress Management Made Simple
Nutrition	Breaking the Sugar Habit, Clean Eating, Demystifying Food Labels, Dieting Myths Debunked, Dining Out 101, Eating for Energy, Eat Well – Be Well, Great Gains, Grocery Shopping Techniques, Hydrate your Way to Health, Meal Prepping Techniques, Nutrition Ambition, Recipe Renovation, Smart Nutrition for Busy Professionals
Physical Activity	Ergonomics, Fitness Trends Unveiled, Movement Matters, No Gym – No Problem, Nutrition and Fitness, Safe Workout Techniques
Sleep	Fatigue – Is it really just Lack of Sleep, Sleep Tight Tonight

Appendix 8. Observation template Wellable (4/7)

Other	Energy Boost, Environmental Wellness, Give Immunity a Boost, Healthy Holiday Guide, Heart Health 101, Living Purposefully, Living Sustainably, Power of Prevention, Summer Safety, Working from Home Successfully, 7 Dimensions of Wellness
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- A variety of physical and mental **fitness classes** including Barre, Boot Camp, Boxing, Cardio Kickboxing, Guided Meditation, Pilates, Restorative Yoga, Roll & Release, Self-Defence, Tai Chi, Yoga Nidra, Yoga (Vinyasa) or Zumba. All motivate movement and support healthy lifestyles.
- **Digital health coaching** guides and motivate employees to become advocates for their health, especially in making positive behaviour changes or engaging in healthy lifestyle habits (e.g. exercise, stress management, goal setting). Certified health coaches focus on holistic approaches and principles like nutrition, fitness, stress management, and work/life balance and give individual support to unique employee situations, goals, and milestones. Using a flexible delivery model, coaching can be done on-site, via phone or by video and employees can flexibly switch coaches, and choose coaching hours and length of the session.
- **Health fairs** where employees can learn more about health and wellness benefits that are available either on-site or virtually. Professionals from Wellable manage all aspects of planning (venue selection, branded virtual portal, activity programming, marketing and communications or in-house services (e.g. smoothie demos, fitness classes, health coaching)
- **Speciality Services** address unique wellness needs and are delivered through various wellness experiences.

Speciality Services	
Topic	Services (Examples)
Food & Drinks	Cocktail Making Class, Cultural Cooking Class, Food Demonstration, Smoothie Demonstration
Games	Family Feud, Individual Trivia, Movie/Music Bingo, Team Trivia,
Recreational	Calligraphy, Intro to Knitting, Journaling, Painting Classes, Paper Mosaics & Vision Boards,
Self-Care	Acupuncture, Aromatherapy, Massage Therapy, Reflexology, Reiki, Self-Massage, Self-Reflexology

- **Screenings** should give employees individualised information about a specific part of their well-being. After a screening, employees receive education on results and areas in which they can improve. There are four screening types: Ergonomics Screening, Fitness Consult, Flexibility Screening and Skin Screening.

Tobacco Cessation → Program to successfully quit smoking

- The **Personalised Quit Plan** is a guided, self-paced program that provides specialised support that addresses behavioural, social, and physical aspects of tobacco addiction. There is digital and video content that prepares to quit, gives opportunities for building a support system and provides an interactive tool that identifies triggers and tracks use patterns.

Appendix 8. Observation template Wellable (5/7)

- Employees can address the **Live Chat Coaching** for questions or cravings. The advice can be given for setting a quit date, building confidence and motivation, choosing the right quit medication, and avoiding relapse.
- Peer support through an **active online community** where current ex-tobacco users can share advice and motivation. It offers in-the-month advice, candid accounts and quit journeys as well as medical expertise.
- **Nicotine Replacement Therapies** are offered to choose the right quit medication and dosage.
- A **text messaging platform** delivers interactive and tailored messages based on the engagement of the participant. This platform gives personalised advice, on-demand support, medication guidance and optional info content.

3. Which domains of the multidimensional well-being paradigm are reflected in the content of the platform?

Perspective	Domain	Why
Individual	Psychological	<ul style="list-style-type: none"> ○ Educational presentations (e.g. Goal Setting, Digital Detox) ○ Challenges (e.g. Sustainability, Gratitude)
	Physical	<ul style="list-style-type: none"> ○ Educational presentations (e.g. Breaking the Sugar Habit, Recipe Renovation, Ergonomics) ○ Tobacco Cessation ○ Screenings ○ Challenges (e.g. Step it up, Heart Health)
	Intellectual	<ul style="list-style-type: none"> ○ Learning Opportunities
	Mental	<ul style="list-style-type: none"> ○ Educational presentations (e.g. Beating Burnout, Better Balance) ○ Challenges (e.g. Mind Body)
	Material/Reward	<ul style="list-style-type: none"> ○ Various reward options
	Spiritual	<ul style="list-style-type: none"> ○ Speciality services (e.g. Recreational) ○ Educational presentations (e.g. Living purposefully)
	Financial	<ul style="list-style-type: none"> ○ Educational presentations (e.g. Become your own CFO) ○ Challenges (e.g. Wealth)
	Work/Family	<ul style="list-style-type: none"> ○ Speciality services (e.g. Family feud, Movie/Music Bingo) ○ Challenges (e.g. Holiday challenges)
Social	Social	<ul style="list-style-type: none"> ○ Active online communities ○ Challenges ○ Text messaging platforms
Organisational	Wellness Management	<ul style="list-style-type: none"> ○ Analytics and Reports ○ Wellness Assessment
	Healthy Work/Organisation	<ul style="list-style-type: none"> ○ Motivated Employees ○ Connected Employees

Appendix 8. Observation template Wellable (6/7)

4. How are new tools and technologies integrated into the platform?

Tools and devices

- Wearable fitness trackers such as Fitbit, apple health, apple watch, Garmin, Strava, Withings, or Google Fit can be integrated into the wellness platform.
- App for either Android or Apple devices (Phone, Tablet, Desktop)

Gamification

- Individual or team challenges
- Earning “Wellable Points” by, e.g. taking part in challenges
- Leader boards
- Build-In quizzes in the challenges
- Activities

5. How does the platform ensure interactivity and communication between the individual participants?

- A book club for building relationships
- Bulletin-Boards
- Chats
- Team challenges
- Text messaging platforms
- Content Posts from
- Challenges

Appendix 8. Observation template Wellable (7/7)

6. How are users of the platform motivated to continue participation?

Challenges Examples				
Challenge	Info	Aim	Participants	Wellable Points
Hydrate For Health	Educational content and practical tips focused on hydration.	Hitting daily fluid goal	Individual	Walking & Running, Cycling, Other Fitness Activities, Daily Fluid Goal
Step in Up	Traditional step challenge with practical health tips	Increasing physical activity, improve well-being, reach top of leader board	Individual and Team	Walking & Running
Stress Less	Stress management tips and unique stress less exercises	Exploring techniques to manage and cope with stress in a healthy way	Individual	Walking & Running, Cycling, Other Fitness Activities, Exercises
Nutrition Ambition	Info about basic nutrition principles, nutritious choices, and healthy eating habits	Enjoying a healthy, well-rounded diet with creative and nutritious recipes	Individual	Walking & Running, Cycling, Other Fitness Activities, Daily Healthy Eating Habits, Healthy Recipe Photo
Wealth	Educational videos and practical wealth exercises (money memories, cash flow, goal setting, emergency fund)	Sharpening skills for managing finances, reducing related stressors, achieving positive state of financial well-being	Individual	Walking & Running, Cycling, Other Fitness Activities, Exercises
Resilience	Education about importance and benefits of resilience and resilience exercises	Developing greater resilience	Individual	Walking & Running, Cycling, Other Fitness Activities, Exercises
Sun-sational Summer	Education, knowledge check, and quizzes about staying safe in summer	Educating and motivating to stay safe, healthy, and happy during summer	Individual	Walking & Running, Cycling, Other Fitness Activities, Quizzes
Happiness	Education and creative ways to generate positivity and happiness	Taking actions to feel happy and healthy	Individual	Walking & Running, Cycling, Other Fitness Activities, Habits
High-Rise Race	Virtually climbing world's high-rises including fun facts and health tips	Increasing physical activity	Individual	Walking & Running, Cycling, Other Fitness Activities
Sleep Tight Tonight	Education videos and activities to work towards healthier sleeping	Learning about the importance and practicing healthy sleeping habits	Individual	Walking & Running, Cycling, Other Fitness Activities, Videos, Habits
Vacation Exploration	Virtual educational journey to popular vacation destinations with educational and fun tips	Learning about health benefits regarding taking time off	Individual and Team	Walking & Running, Cycling, Other Fitness Activities
Gameday Hustle	Fun facts and health tips related to a popular sport	Engaging in physical activities	Individual and Team	Walking & Running, Cycling, Other Fitness Activities
Teams of Two	Teamwork to stay physically active and competition against other teams	Encouraging social interaction and physical activity	Team	Walking & Running, Cycling, Other Fitness Activities
Sustainability	Education, health tips and activities concerning healthy and sustainable habits	Supporting individual health and long-term ecological balance	Individual and Team	Walking & Running, Cycling, Other Fitness Activities, Activities, Quizzes
Mind Body	Education and practice of meditation with guided sessions	Increasing health benefits, concentration, boosted energy, reduced stress/anxiety	Individual and Team	Walking & Running, Cycling, Other Fitness Activities, Sessions
Eat Well Be Well	Education, nutrition tips, and quizzes for healthy eating habits	Increasing healthy eating awareness	Individual	Walking & Running, Cycling, Other Fitness Activities, Nutrition, Quizzes
Heart Health Hero	Education and activities about life choices that support a healthy heart	Increasing heart-healthy habits	Individual	Walking & Running, Cycling, Other Fitness Activities, Activities
Big Shot Bracket	Team-based competition to get active together	Increasing physical activity and social well-being	Team	Walking & Running, Cycling, Other Fitness Activities
Charity Challenge	Support charities of employee's choices by completing physical activities	Fostering community in the workplace and empowering to give back	Individual and Team	Walking & Running, Cycling, Other Fitness Activities, Charitable Acts
Back to Basics	Practical tips and tricks about physical activity, meal and snacks tracking and nutrition awareness	Creating consistency in healthy behaviours	Individual and Team	Walking & Running, Cycling, Other Fitness Activities, Nutrition
Total Wellness	Educational resources, videos, best practices to explore dimensions of well-being	Building a holistic sense of fulfillment and well-being	Individual	Walking & Running, Cycling, Other Fitness Activities, Nutrition, Videos
Gratitude	Education, benefits, and exercises to cultivate and engage in gratitude	Developing skill of being grateful for all things in life	Individual	Walking & Running, Cycling, Other Fitness Activities, Exercises
Purpose	Education and activities about living purposefully	Learning about the value of purpose, and happier and healthier living	Individual	Walking & Running, Cycling, Other Fitness Activities, Exercises

Appendix 9. Observation template Changers (1/5)

Observation Template No. 3

<i>Name of Service Provider</i>	Changers
<i>Country of Origin</i>	Germany
<i>Founded in</i>	2012
<i>Webpage</i>	https://changers.com/
<i>Sources of Observation</i>	<input checked="" type="checkbox"/> Website <input checked="" type="checkbox"/> Demo Version
<i>Period of Observation</i>	01.04.2022

1. What are special features according to the service provider?

Active for employee health and climate protection → As soon as an employee reaches a physical activity goal, a tree is planted as a reward.

Advantages of sustainable and digital health promotion → Satisfied employees, reduced absenteeism, achieving climate protection goals together, reaching a younger target group with simplified recruitment

Simple integration in the business strategy → Existing occupational health management and corporate social responsibility measures are easily integrated and

Plenty of ideas for business fitness and employee motivation → Healthy activities that inspire and help to start a healthier lifestyle

Combining health promotion and climate protection in a playful and meaningful way → Measure and reward every CO₂-saving movement

Health platform with many possibilities and little effort → Functions can be managed via an easy-to-use system that can be accessed via any browser

2. What well-being products and services are offered to employers?

The changer's business app focuses mainly on **challenges**. **Teams** can be added to see which, e.g. location, department or individual performs particularly well. Moreover, there are **activities** that can be done to achieve more coins. **Charities** can be added to each challenge to achieve certain goals. There is also the option to add the **reward** function.

Challenges → Fixed activity challenges over a certain time frame with various activity options

- Select a specific **time frame** for a challenge. Define what should be counted in the rankings of the challenge. There is the possibility to choose between
 1. **Kilometres** → Kilometres travelled **on foot** and/or **by bicycle** count in this category. Both types of mobility can be selected or only one of each.
 2. **CO₂** → Almost all activities can count towards the balance CO₂. This includes all types of mobility (e.g. walking, train, cycling, car, public transport, plane) but also activities that are included in the app: healthy nutrition, conscious living, tree planting, exercise, occupational safety, medical prevention, or vouchers.
 3. **Coins** → All coins earned during the challenge are counted. Every kilometre on foot or by bike is rewarded with one coin, public transport is rewarded with one coin every 5 kilometres, and train journeys are rewarded with a coin every 20 kilometres.

Appendix 9. Observation template Changers (2/5)

Teams → Connecting sustainability and recognition in a playful way

- Up to four different **leader boards** with 200 teams can be created within the app. Leader boards can be **defined** after company location, departments, or personal characteristics (age groups, country of origin, gender). New participants can add themselves to the existing leader boards.

Activities → The app offers a selection of healthy and sustainable daily activities. There are five main categories: healthy nutrition, exercise, medical prevention, conscious living, and occupational safety.

- The category **healthy nutrition** includes various **recipes** and **general healthy activities** (see table below). All activities can be done once a day. Recipes provide a video, as well as the cooking instructions, which can be viewed once a day. When accomplished, cooked recipes and executed activities are rewarded with coins (the number of coins can individually be set by the admin). Individual recipes or activities can be created.

Healthy Activity
As a smoker, I was smoke-free today
Drink at least 1.5 litres of water
Today is your day to skip alcohol
Cook yourself something delicious and fresh
Treat yourself to a delicious raw food plate
Today is your day without sugar and sweets
Eat five servings of fruit and vegetable
Add some zing to your drinking water with lemon and mint
Today is your day without dairy products
Today is your day without fish and meat
Replace a sweet snack with fruits or vegetable

- The category **exercise** offers **video courses** and **healthy activities**. When accomplished, watched workout videos or executed healthy activities, are rewarded with coins (the number of coins can individually be set by the admin). Healthy activities include all kinds of sports activities and some special features such as “Get moving in the office”, “Switch between standing and sitting several times”, “Take an active break from your desk”, and “Take the stairs instead of the elevator” or “Using the bike to get to work”. Individual videos and healthy activities can be added to the list.

Video Courses
Body reset at the office
Back help
Waking up without coffee
Travel stretches
Letting go of stress
Yoga - Stretches
Yoga - Hip and legs
Yoga - Back
Yoga - Shoulders and neck
Yoga - Wall exercises

Appendix 9. Observation template Changers (3/5)

- The category **medical prevention** manages **medical prevention measures and seminars**. All measures and seminars are rewarded with a higher number of coins, as these are either done on a yearly or monthly basis. Examples for medical examinations are: “Did my annual dental/gynaecological/health check-up”, “Colorectal cancer screening”, “Additional cancer prevention” or “Awareness instead of panic”.
- The category **conscious living** considers **sustainability measures**. It looks at **mindfulness topics** such as “De-stress the body three times”, “Smile yourself happy”, “Pay special attention to someone” or “Dedicate yourself to a new interest”. Moreover, it looks at different resources that can be influenced by better living such as “paid attention to saving energy”, “bought a garment second-hand”, “borrowed a book or resold a bought one”, “change to recycling paper”, look for products with minimal packaging”, “buy regional”, “use of reusable cups”, “use carpooling” or “leaving the car”. The **activities** can be done on a daily, weekly, or monthly depending on the activity itself and information about reduced CO₂ is given with the activities. As in the other categories, new activities can be added, and the number of coins can be individually set.
- The category **occupational safety** consists of **small videos** and **informational sessions**, which are aiming to raise **awareness for preventive measures** concerning **general safety and safety at work**. Examples are “Look out for dangers today”, “As a cyclist be careful when turning trucks”, “How does cardiopulmonary resuscitation work”, “Personal protective equipment”, “Participated in a training on safety-conscious work”, “I contributed to risk assessment” or “Open the car door always with your right hand”. As in the other categories, new activities can be added, and the number of coins can be individually set by the admin. Depending on the video or the informational session, these are either carried out on a daily, weekly, or yearly basis.

Charity → Involve the employees in something good by connecting participants' activities to a charitable project or tree planting in a reforestation project.

- Charitable projects or tree planting can be linked to kilometres travelled by foot or by bike or the amount of earned coins. Participants keep the steps or coins, as these are only used as a measure of counting and to trigger the donation.
- With the **charitable project**, there is the opportunity to choose between various **donation projects** (e.g. UNICEF, WWF, Greenpeace, Doctors without borders, Bread for the World etc.) or **set up your donation project**. Each donation project consists of a small description of the donation projects and the related organisation. A set amount of Euros, which should be reached by the end of the project, is set at the beginning and donations can either be linked to:



1. **Donating by kilometres** → The business donates 1 Euro when a participant reaches a defined number of kilometres travelled by foot or bike. E.g. donate 1 Euro for every 15 kilometres.
 2. **Donating by coins** → One Euro will be donated, when a participant earns a specific amount of bonus points. The benefit of connecting the donation with bonus points is, that the business can incentivize participation in healthy activities as well.
- With **tree planting**, a **tree-planting partner** can be selected from predefined businesses can be chosen or an **individual organisation** for tree planting can be selected. Each tree planting project consists of a small description of the projects and the related organisation. A tree-planting goal can be set, and after reaching the goal, the campaign comes to an end. There are two possibilities to link employee activities with a tree-planting project:

Appendix 9. Observation template Changers (4/5)

1. **Planting by kilometres** → The business plants a tree, when a participant reaches a defined number of kilometres travelled by foot or bike. E.g. plant 1 tree for every 100 kilometres.
2. **Planting by coins** → One tree will be planted, when a participant earns a specific amount of bonus points.

Rewards → Offering attractive rewards and raffles to participants that each employee can redeem with a collected bonus

- **Vouchers** for a discount or free trials on certain sustainable lifestyle products or fitness activities (Examples in the table).

Vouchers Examples	
Voucher	Info
Pure Life	No-frills virtual Gym
Komoot	Route planner and navigation app with a tour dictionary for social networks and outside activities
Infinite Running	Running shoes with interchangeable modules
MINDZEIT	Intelligent, individual anti-stress tool and coach
PooPick	Ecological and sustainable dog waste bags
Green Petfood	Sustainable animal food based on vegetables and alternative protein sources
Soulbottle	Sustainable, plastic-free drinking bottles
Pandoo	Plastic-free and wood-free alternatives made from bamboo
Papero	Sustainable paper backpacks and bags
Fair cottage	Sustainable and fair-trade clothing
Bracenet	Sustainable, upcycling products from fishing nets
Panakeea	Animal-friendly, dermatologically tested, vegan biocosmetics
Sauberkasten	Sustainable DIY household cleaner sets
Vegan Box	Vegan food box
Spoontainable	Edible spoon for ice cream and dessert as a plastic alternative

- **Lottery** to raffle prizes among participants. Lottery lots are purchased with coins that employees have earned for health-promoting activities. With a greater number of coins, more lots can be bought to higher the chances to win the main prize.

Appendix 9. Observation template Changers (5/5)

3. Which domains of the multidimensional well-being paradigm are reflected in the content of the program?

Perspective	Domain	Why
Individual	Psychological	<ul style="list-style-type: none"> ○ Knowledge Transfer ○ Psychological Activities
	Physical	<ul style="list-style-type: none"> ○ Knowledge Transfer ○ Physical Activities
	Mental	<ul style="list-style-type: none"> ○ Knowledge Transfer ○ Mental Activities
	Intellectual	<ul style="list-style-type: none"> ○ Sustainable and conscious living
	Material/Reward	<ul style="list-style-type: none"> ○ Vouchers ○ Prizes from raffles
	Spiritual	<ul style="list-style-type: none"> ○ Conscious living
	Financial	<ul style="list-style-type: none"> ○ Charitable activities
Social	Social	<ul style="list-style-type: none"> ○ Connecting Participants ○ Strengthen Relationships ○ Team Bonding ○ Friendly Activities
Organisational	Wellness Management	<ul style="list-style-type: none"> ○ Wellness Assessment ○ Real-time Data
	Healthy Work/Organisation	<ul style="list-style-type: none"> ○ Connected Employees ○ Motivated Employees ○ Occupational Safety

4. How are new tools and technologies integrated into the product?

Tools and Devices

- Fitness wearables such as Garmin, Fitbit, or Misfit as well as fitness apps such as Runtastic and Strava
- Fully automatic distance measurement using AI software

Gamification

- Digital badges for outstanding performances
- Playful competitions for staff motivation and team building

5. How does the platform ensure interactivity and communication between the individual participants?

- Exchange in the community about goals and successes

6. How are the users of the platform motivated to continue participating?

- Achieve individual goals through friendly “nudging”
- Wide range of sustainable rewards and raffles
- Setting individual health goals

Appendix 10. Interview analysis (1/4)

Code	Expert 1	Expert 2	Expert 3	Description	Comparison	Categorisation
Material	<ul style="list-style-type: none"> - Any and all material regarding the event, such as eBooks or PDF-pamphlets, should be sent out 24 hours after the event has ended in order to keep up the momentum and interest. (48-50) - YouTube/Vimeo tutorials, watch at your own pace. An (interactive) eBook on the given topic (75-76) - Expert sets recorded and made available as podcasts or video casts. (76-76) 	<ul style="list-style-type: none"> - Employees could choose when and how they will study the given material in a certain timeframe. (54-55) 	<ul style="list-style-type: none"> - Having an expert for a talk or keynote is always a good idea (39-39) 	<p>This code looks at material that can be provided to participants for knowledge transfer. Material about the session or that has been used for knowledge transfer within the conducted session should be sent to the participant after the session and within 24 hours.</p>	<p>Both, Expert 2 and 3 suggest uploading material for further learning. Expert 2 would also upload material from conducted sessions for keeping the momentum and interest in the event/topic. No insights or information were added from Expert 1.</p>	<p>Knowledge Transfer</p>
Transmission	<ul style="list-style-type: none"> - A person talking to everyone together at first as a welcome, a presentation (101-102) - A person, you have in front of you like a moderator (107-107) - Short introduction in the / with everyone together in the keynote so that everyone gets the topic and the ideas of the topic (144-145) 	<ul style="list-style-type: none"> - An alternative point of view and someone who knows what they are talking about is generally a good idea. (57-58) - The expert talk should not be no more than 45 minutes (59-60) 	<ul style="list-style-type: none"> - This code looks at different transmission opportunities of knowledge. A moderator can be used to welcome all participants, host a warmup and guide through the digital event. For a keynote on a specific topic, an expert who has prior knowledge about the topic, can give a talk/presentation. 	<p>All experts suggest engaging an expert or an individual with deeper insights for a presentation. Moreover, expert 1 suggests a moderator that guides through the digital event.</p>		

Appendix 10. Interview analysis (2/4)

Code	Expert 1	Expert 2	Expert 3	Description	Comparison	Categorisation
Length	<ul style="list-style-type: none"> - It depends on (...) what the participants expect and what the topic of the keynote speaker is. (169-170) - If they should just listen and you are giving a talk on a special topic like hybrid events and there is external speaker telling you what the hottest news in hybrid events are, then it should not be longer than ten to 15 minutes (179-182) - I would recommend that you do not do more than three or four (201-202) - And I would keep the sessions short and simple. (202-202) - And you should not put too many topics in the session and in the whole event. (202-203) 	<ul style="list-style-type: none"> - One session, maximum two per event, and that's it. (69-70) - The expert talk should be no more than 45 minutes. (59-60) 	<ul style="list-style-type: none"> - The impulse should not be longer than 30 minutes to catch the listeners' attention. I would rather choose 15-20 minutes for a pre-sentative session. (39-41) 	<p>This code looks at a suitable time variable of a session within a digital event. An impulse by an expert talk should not be longer than 45 minutes. A simple and interesting 15-to-20-minute presentation can be appropriate to deliver important aspects about the topic. It is also recommended to put not too many topics in one session but rather focus on one. Within an event a maximum of two impulses are recommended.</p>	<p>All experts suggest a different length of session; however it should not be longer than 45 minutes. Moreover, Expert 1 and 3 mention that the length of a session depends on the topic and the impulse.</p>	Knowledge Transfer
Importance	<ul style="list-style-type: none"> - Give people time to talk to each other (150-150) - So really put them in smaller groups and everyone can talk and work together on one board (155-156) - Keep it interactive but not too much. (332-332) 	<ul style="list-style-type: none"> - I think the common misconception is that there really would be any true interaction (81-82) - I'd say that forcing anyone to interact online at "digital gunpoint" is not very productive. (85-86) - This should come from the participants, and then from the facilitators, not from the technology. (91-92) - If crowd is interactive, then discussions and interaction will occur somewhat naturally. (92-93) 	<ul style="list-style-type: none"> - Interaction during a digital event should always be enabled for a better and interactive participation. (61-62) - These tools provide more interaction for the participant and create new ways to collaborate, but you should plan enough time in the beginning of the workshop to explain how the tools work. (79-81) 	<p>This code looks at the importance of interaction and engagement within a digital event. Interaction should be enabled during a digital event as these create new ways to collaborate, and participants can also be involved. However, it should also be kept in mind that there is no "true" interaction, and participants should not be forced to interact. Technology should not be the only reason why participants want to be part of the event and start a discussion. If tools are used for interaction and engagement, these tools and its usage should be well-explained in advance.</p>	<p>Expert 2 highlights that there is a common misconception, as "real" interaction cannot be provided in a digital event. Expert 1 suggests keeping an event interactive but on a suitable level. However, all experts still conclude that interaction and engagement in a digital event should be enabled for participants.</p>	Interaction and engagement

Appendix 10. Interview analysis (3/4)

Code	Expert 1	Expert 2	Expert 3	Description	Comparison	Categorisation
Tools	<ul style="list-style-type: none"> - We sometimes used (.) Mentimeter (220-220) - (.) And also concept boards (.) where you could / everyone could post stickers and you could give a task, and everyone could be part of it. (220-222) - But if you would like to work on something, it's helpful if you prepare something and you do something with concept board where you could write something down on a post it and stick it on a field (231-233) 	<ul style="list-style-type: none"> - I would also make heavy use of Miro for engagement and documentation. (46-47) - Miro, and the like, can be a good tool to get otherwise dormant people active, but in my experience sometimes even that will not work. (93-94) 	<ul style="list-style-type: none"> - Using specific tools for engagement is always a good idea. (67-67) - Many tools already offer some functions such as emoji-reactions or texting within the chat function. (67-69) - For an event like a digital workshop, you should also implement a digital whiteboard which is very recommendable. (70-71) - I would strongly recommend using engagement tools during a virtual event. (77-77) - We recommend Mentimeter as a very easy and interactive way to do polls and surveys and also Mutual for interactive digital workshops (77-79) 	<p>This code provides information about potential interaction and engagement tools. Specific tools for engagement and interaction are always helpful. These tools can be used to communicate with other participants, to work in groups or to engage in the event. Digital whiteboards can be used for engagement, collaborative work and documentation, engagement tools for polls, survey, or specific tasks. Most tools offer a chat function with emoji or sticker reaction. These tools help to keep dormant active</p>	<p>All experts highlight that interaction and engagement tools are helpful for a digital event to keep the crowd active. All experts suggest different tools that provide engagement opportunities such as poll and services as well as interaction tools that are used for documentation. All experts suggest a tool for a digital whiteboard. Expert 1 and 3 suggest tools for emoji and chat functions, tasks, polls and surveys.</p>	Interaction and Engagement
Gamification	<ul style="list-style-type: none"> - Gamification is tricky. First off, people usually don't understand what it is. (105-105) - In my view, these (gamified) elements may also distract from the main reasons and motivations of any given event. (107-108) - Second, shoehorning gamified or game-like elements into virtual events adds a level of complexity I would not like to tackle as a producer. (108-110) 	<p>This code lists any information about Gamification. Gamification, gamified elements, and new technologies are used more often in digital events. However, gamification can be tricky and complex, hence participants might not understand it. Sometimes, it can also add a level of complexity to the event. Therefore, these elements should only be integrated if a suitable group of participants is available.</p>	<p>Expert 3 thinks that Gamification is used more often in digital events. Expert 2 and 3 both mention that gamification and its elements could be tricky and should only be applied in a group that has some prior knowledge about this technology.</p>	<p>This code lists any information about Gamification. Gamification, gamified elements, and new technologies are used more often in digital events. However, gamification can be tricky and complex, hence participants might not understand it. Sometimes, it can also add a level of complexity to the event. Therefore, these elements should only be integrated if a suitable group of participants is available.</p>	<p>Expert 3 thinks that Gamification is used more often in digital events. Expert 2 and 3 both mention that gamification and its elements could be tricky and should only be applied in a group that has some prior knowledge about this technology.</p>	Gamification and other Technologies

Appendix 10. Interview analysis (4/4)

Code	Expert 1	Expert 2	Expert 3	Description	Comparison	Categorisation
Importance	<ul style="list-style-type: none"> - I think it's difficult because you have to build groups who could participate, and everyone have to join. (299-300) - I would (...) not really recommend this kind of who won and who is the best in a virtual event. (301-302) 	<ul style="list-style-type: none"> - I still would like any gamified elements to be voluntary and not forced on anyone. (113-114) 	<ul style="list-style-type: none"> - Make sure that your target group is digital affine before implementing a gamification part to you event. (87-88) - It is possible that participants are overwhelmed by using too many technologies within one event. (88-90) 	<p>This code lists important features, if gamification is implemented in a digital event. The importance is that participants or the target group have digital affinity in order to use the gamified elements. There should not too many gamified elements and participation should be voluntary.</p>	<p>Expert 2 and 3 highlight again that the group must be digital affine before implementing gamification in a digital event. Moreover, Expert 2 highlights that gamified elements can be included but should be seen as a voluntary interaction of participants.</p>	Gamification and other Technologies
Motivative challenges	<ul style="list-style-type: none"> - This depends on the crowd and the topic. (126-126) - Then again, if the crowd is in sports or esports (or in otherwise competitive segment), then it would be natural to incorporate competition elements into the event to a degree. (127-129) - For my money, competition and challenges work best in live situations, and they need to be voluntary. (129-131) 	<ul style="list-style-type: none"> - Challenges/competitions are usually a good idea for a virtual internal (employee) event (102-103) - We did virtual escape game with winners and losers or a quiz in our last year's digital Christmas party for example (103-104) - For the employees it is fun to fight in a group or a company team for something and to win something in the end. (104-105) 	<ul style="list-style-type: none"> - Virtual Reality might be something to catch up with for upcoming events, but it is necessary that it is useful for the topic of the event and the target group shows interest and desire for this kind of extra technology. (95-97) 	<p>This code lists all information about motivational challenges. The integration of challenges and competitions can be a good idea, but only if these fit with the theme of the event and the group of participants. Difficulties could be building groups, where all participants participate. Individual challenges in form of quizzes or escape games might be an option for a digital event.</p>	<p>Expert 2 and 3 think that the integration of challenges can be a good idea. Again, it depends on the crowd of participants if these are appropriate. Expert 1 does not recommend any challenges in a virtual event.</p>	
Other technologies	<ul style="list-style-type: none"> - They create what we did now several times within our meeting and within client events as well, where we create a virtual avatar. (...) Everyone has a / (...) It is not a big avatar, but you see yourself walking around like a little Super Mario (248-251) 	<ul style="list-style-type: none"> - Immersive tech (360, VR), if that solves some specific problem (119-119) 		<p>This code looks at other technologies apart from gamification. Other (new) technologies that can be incorporated into a virtual event are immersive technologies such as virtual reality or 360-degree videos. However, the participants should be interested in these technologies and the integration of e.g. virtual reality should fit to the topic presented in the event.</p>	<p>All experts suggest the integration of virtual reality as a new technology. Expert 2 and 3 highlight that participants should be interested in these kinds of technologies.</p>	

Appendix 11. Observation analysis (1/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Psychological	<ul style="list-style-type: none"> - "Challenge yourself" option - Behaviour challenges (see OT*: behaviour challenges examples) - Peer recognition (thank you, congrats, well done, personal growth) - Personal choices and self-paced learning/participation - Knowledge transfer (see OT*: Education categories) - Wellness Assessment 	<ul style="list-style-type: none"> - Challenges and activities that increase psychological wellbeing - Educational presentations for behaviour change (see OT*: Educational presentations) - Wellness assessment - Personal choices and self-paced learning/participation - Speciality Services address unique wellness needs (see OT*: Speciality Services) - Tobacco Cessation Program 	<ul style="list-style-type: none"> - Individual and group activities - Medical prevention measures and seminars - Personal choices and self-paced learning/participation - Knowledge transfer through activities and seminars 	<p>This code sums up all measures that can be done to increase psychological wellbeing.</p>	<p>All platforms either use individual or group challenges to raise awareness and provide knowledge transfer through activities, educational presentations, or seminars. All platforms offer self-paced and voluntary learning opportunities. The platform Woliba also includes a recognition concept.</p>	Individual
Physical	<ul style="list-style-type: none"> - "Challenge yourself" option - Nutrition recipes (see OT*: nutrition categories) - Fitness challenges (see OT*: activity challenges examples) - Fitness activities (see OT*: fitness categories) - Wellness assessment - Knowledge transfer 	<ul style="list-style-type: none"> - Virtual workouts for all fitness levels - Range of classes based on speciality, area of focus, lifestyle, or length (see OT*: fitness classes) - Educational presentations (see OT*: Educational presentations) - Tobacco Cessation Program - Challenges and Activities - Wellness assessment - Screenings (ergonomics, fitness consult, flexibility, skin) 	<ul style="list-style-type: none"> - Healthy nutrition recipes - Healthy activities (see OT*: Healthy Activities) - Exercise courses (see OT*: Video Courses) - Medical prevention measures and seminars - Measure and reward every CO2-saving movement 	<p>This code sums up all measures that can improve physical wellbeing.</p>	<p>All platforms offer sport activities in form of workout videos, challenges, or healthy activities. Moreover, nutrition recipes are provided that support the physical wellbeing. All platforms either offer wellness assessment or medical prevention measures (e.g. screenings) to check the health of the participants. Two of the platforms offer tobacco cessation services. Two Platforms also offer educational presentation about physical wellbeing.</p>	Individual

*OT = Observation Template

Appendix 11. Observation analysis (2/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Intellectual	<ul style="list-style-type: none"> Learning opportunities for education about wellbeing content 	<ul style="list-style-type: none"> Learning opportunities for education about wellbeing content 	<ul style="list-style-type: none"> Learning opportunities for education about wellbeing content Conscious living activities (see OT*: Mindfulness Topics) 	<p>This code lists measures that can be to improve intellectual wellbeing.</p>	<p>As all platforms offer learning opportunities and support the education about wellbeing content, intellectual wellbeing is automatically increased.</p>	Individual wellbeing
Mental	<ul style="list-style-type: none"> "Challenge yourself" option Recognition opportunities Knowledge transfer (see OT*: Education categories) 	<ul style="list-style-type: none"> Educational presentations (see OT*: Educational presentations) Challenges 	<ul style="list-style-type: none"> Medical prevention measures and seminars 	<p>This code sums up all measures that can be done for increasing mental wellbeing.</p>	<p>Two platforms offer presentations, activities, challenges, or classes to increase mental wellbeing. Changers offers medical prevention seminars that also deal with mental health.</p>	
Material/Rewards	<ul style="list-style-type: none"> "Points earned" system for executed challenges and activities (fitness and social) Company rewards Gift cards Financial Rewards Fundraising 	<ul style="list-style-type: none"> "Social points" system executed challenges and activities Different reward options (see OT*: Reward Options and Ideas) 	<ul style="list-style-type: none"> "Coins" for bike ride, walking, train journeys, executed activities (cooking, fitness, watched videos, medical prevention measures) Raffles Vouchers (see OT* Voucher Examples) Charitable Projects and tree planting 	<p>This code sums up all information about reward/material options.</p>	<p>Two platforms use a "point" system, the other one uses coins. Points/coins can be earned through any physical activity or challenges on all platforms. A certain number of points/coins is rewarded with different measurements. Changers does not offer material rewards but vouchers and allows participants to take part in raffles, charitable projects, or tree planting. Wellable suggests various reward options that can be chosen for the platform, and Wellable focuses on material or financial rewards.</p>	
Career	<ul style="list-style-type: none"> Appreciation through peer recognition Knowledge transfer (see OT*: Education categories) 	<ul style="list-style-type: none"> Educational presentations (see OT*: Educational presentations) 		<p>This code lists all measures that can increase career wellbeing.</p>	<p>Wellable and Woliba offer educational information on career wellbeing. Wellable is the only platform that also supports peer recognition, which can have positive impact on career wellbeing.</p>	

*OT = Observation Template

Appendix 11. Observation analysis (3/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Spiritual	- Knowledge transfer (see listing OT*; Education categories)	- Educational presentations (see OT*; Educational presentations)		This code sums up all measures that can be done to increase spiritual wellbeing.	The platform Wellable and Woliba both offer educational presentation to learn more about spiritual topics.	Individual wellbeing
	- Financial Rewards Knowledge transfer (see listing OT*; Education categories)	- Educational presentations (see OT*; Educational presentations) Challenges		This code lists options to increase financial wellbeing.	The platform Wellable and Woliba both offer educational presentation to learn more about financial wellbeing.	
	- Weekend activity challenges	- Holiday Challenges Weekend activities		This code looks at features that can increase work/family wellbeing.	There are no measures that are directly linked to work/family wellbeing. However, two platforms offer activities and challenges for the weekend or holidays, which could be incorporated in the family life.	
Work/Family	- Mobile intranet connects	- Online communities	- Creation of teams (location, department, individual people)	This code shows which measures help to increase social wellbeing.	All platforms offer some kind of opportunity to communicate with other participants.	Group wellbeing
	- Challenge your colleagues; buddy, team, departments, location, co-workers' option through buddies or buddy groups	- Team challenges and activities Text messaging platforms Book club for participants Content Posts from Challenges	- Communication opportunities through chat		Woliba offers an intranet where peer recognition can be done, and posts can be published. Moreover, the platform offers group challenges, where e.g. buddies, colleagues, departments can team up. Woliba offers online communities, team challenges and activities, and a book club for participants.	
	- Peer recognition (thank you, congrats, well done, personal growth) Social network and chat networking	- Strengthening relationships and team through buddy groups, recognition	-		Moreover, content posts from Challenges can be created	
Social	- Virtual events	-	-		Changers has communication opportunities through a chat and teams can be created for the challenges/activities. The relationship between participants is especially strengthened through the communication and partner challenges/activities.	

*OT = Observation Template

Appendix 11. Observation analysis (4/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Compassionate/ Relational Leadership				This code lists features that can increase compassionate/relational leadership wellbeing	No measures mentioned on any platform.	Group wellbeing
Stakeholder				This code shows measures which can increase stakeholder wellbeing	No measures mentioned on any platform.	
Humanistic				This code lists measures, which lead to better humanistic wellbeing	No measures mentioned on any platform.	Organisational wellbeing
Organisational Financial				This code lists features that can increase organisational financial wellbeing	No measures mentioned on any platform.	
Wellness Management	- Wellbeing platform offered to employees - Wellness Assessment of employees - Admin dashboard (real time data of engagement, participation) - People management	- Wellbeing platform offered to employees - On demand analytics and reports - Qualitative feedback from surveys - Wellness assessment	- Wellbeing platform offered to employees - Participation reports - Wellness assessment (medical preventions)	This code shows features that help businesses to understand wellness management wellbeing	As soon as a business decides to invest into wellbeing measurements for participants, wellness management wellbeing is increased. All platforms offer wellbeing content, wellness assessment. Woliba and Wellable can track outcomes, engagement and participation with admin dashboards, qualitative feedback, or people management information.	
	- Motivated, connected employees through program, improve awareness for sensible topics, and interaction and communication opportunities among participants	- Motivated, connected employees through program, improve awareness for sensible topics, and interaction and communication opportunities among participants	- Motivated, connected employees through program, improve awareness for sensible topics, and interaction and communication opportunities among participants	This code includes positive outcomes, as well as advantages of the integration of healthy work/organisation wellbeing	According to all platforms, including wellbeing services can lead to a higher motivation for work and support participants to feel more connected to the team and mission. Moreover, awareness is risen for a sensible and important topic.	

*OT = Observation Template

Appendix 11. Observation analysis (5/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation	
Flexible Working	<ul style="list-style-type: none"> - Coffee break videos for fitness and relaxation - "Quick fix" videos for breaks 		<ul style="list-style-type: none"> - Occupational safety activities in videos or informational sessions 	<p>This code looks at measurements that can be taken to increase flexible working</p> <p>This code shows features that can lead to an increased comfortable working environment.</p>	<p>None of the platforms mention flexible working strategies.</p> <p>Woliba offers coffee break videos for fitness and relaxation and "Quick fix" videos that can also be incorporated in breaks or in between work sessions to relax and reduce stress. Changers offers videos and informational sessions that focus on occupational safety. Wellable does not mention any working environment measures, however, some activities can be done in the break due to their short length.</p>	<p>Work Health Promotion</p>	
Comfortable Working Environment	<ul style="list-style-type: none"> - Nutrition recipes (information on dish, recipe, calories) - Videos - Education categories (see listing OT: Education categories) - Virtual events 	<ul style="list-style-type: none"> - Holistic webinars with one main subject per month (see picture OT: Holistic Webinar Calendar) - Health tips as push Notifications with link to detailed information - Newsletter with educational articles about lifestyle and health topics - On-demand videos - Educational presentations - Digital health coaching to guide and motivate employees to become advocates for own health - Health Fairs 	<ul style="list-style-type: none"> - Videos about wellbeing content - Seminars - Nutrition recipes 	<p>This code lists measures that can be used for knowledge transfer.</p>	<p>All platforms offer learning opportunities through (on-demand) videos, where participants can choose where they would like to educate in. Platform Woliba focuses on education categories. Wellable uses holistic webinars with a certain topic per month. Changers offers seminars for certain wellbeing topics.</p>		
Knowledge Transfer							

*OT = Observation Template

Appendix 11. Observation analysis (6/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Healthy Eating	<ul style="list-style-type: none"> Recipes with cooking instructions videos (see OT*: nutrition categories) Challenges (see OT*: Behaviour Challenges Examples) 	<ul style="list-style-type: none"> Recipes Challenges (see OT*: Challenge Examples) 	<ul style="list-style-type: none"> Healthy activities (see OT*: Healthy Activities) Recipes 	This code includes features lists opportunities to promote healthy eating.	All platforms offer recipes with instructions, as well as healthy activities and challenges. The recipe either consist of single instructions, two platforms also include cooking videos and further nutrition information. All platforms offer certain fitness activities as challenges or workouts.	Work Health Promotion
Physical Activities	<ul style="list-style-type: none"> Fitness Activities (see OT*: fitness categories) Challenges (see OT*: Activity Challenges Examples) 	<ul style="list-style-type: none"> Workout videos and activities Challenges (see OT*: Challenge Examples) 	<ul style="list-style-type: none"> Challenges Workout videos 	This code lists measures that promote physical activities	All platforms offer certain fitness activities as challenges or workouts.	Work Health Promotion
Family-Friendly Activities	<ul style="list-style-type: none"> Fitness and behaviour challenges (see OT*: Activity Challenges Examples + Behaviour Challenges examples) 	<ul style="list-style-type: none"> Challenges and activities 	<ul style="list-style-type: none"> Challenges and daily activities Raffles 	This code lists measures that promote family-friendly activities.	No content for this code.	Work Health Promotion
Fun Activities	<ul style="list-style-type: none"> Quizzes Individual or team challenges "Points earned" Leader boards "Readings completed" "Quizzes completed" Quiz Score total" or "Perfect Quizzes" 	<ul style="list-style-type: none"> Individual or Team Challenges Healthy Competitions Leader boards "Wellable Points" Build-in quizzes in the challenges 	<ul style="list-style-type: none"> Challenges and daily activities Raffles 	This code lists activities that can promote fun and	As a fun activity, participants can be part in challenges and activities.	Work Health Promotion
Gamification	<ul style="list-style-type: none"> Wearable fitness trackers App for android/apple devices) 	<ul style="list-style-type: none"> Wearable fitness trackers App for android/apple devices) 	<ul style="list-style-type: none"> Collecting "Coins" Leader boards Digital "badges" Playful competitions 	This code shows various gamification elements that can be incorporated to motivate employees.	All platforms provide Leader boards, as well as challenges. Two platform offer competitions and quizzes. Woliba adds gamified elements that track "readings completed" or similar.	Tools and Technologies
Software/App	<ul style="list-style-type: none"> Wearable fitness trackers App for android/apple devices) 	<ul style="list-style-type: none"> Wearable fitness trackers App for android/apple devices) 	<ul style="list-style-type: none"> Wearable fitness trackers AI software for automatic distance measurement 	This code lists potential features that can be incorporated to track activities.	All platforms use wearable fitness trackers for physical activities. Changers offers an AI software for automatic distance measure.	Tools and Technologies

*OT = Observation Template

Appendix 11. Observation analysis (7/7)

Code	Woliba	Wellable	Changers	Description	Comparison	Categorisation
Interaction	<ul style="list-style-type: none"> - Challenge your colleagues, team, departments, location, coworkers" option - Chats - Social network and posts - Virtual events - Own content posts 	<ul style="list-style-type: none"> - Q&A and round tables - Own content posts on social network - Virtual fairs - Social Network and Posts 	<ul style="list-style-type: none"> - Community - Chat 	<p>This code looks at features that increase interaction.</p>	<p>Interaction is given through the communities or networks, team challenges or activities as well as buddy groups in all platforms. The chat function on the platform Woliba and Changers also give the interaction opportunities.</p>	Tools and Technologies
Engagement	<ul style="list-style-type: none"> - Challenge your colleagues, team, departments, location, coworkers" option - Social network and posts - Virtual events - Own content posts 	<ul style="list-style-type: none"> - Holistic wellness challenges and incentive programs - Q&A and round tables 	<ul style="list-style-type: none"> - Various activities and challenges 	<p>This code lists features that can increase engagement and motivate participants to join.</p>	<p>In all platforms, participants can show engagement through challenges and activities. As participants can post own content on the Woliba platform, this also offers engagement opportunities. Wellable offers Q&A as well as round tables for participants.</p>	
Communication	<ul style="list-style-type: none"> - Chats (challenge chat, event chat, global chat) - Social network - Virtual events - Leader boards - Notifications 	<ul style="list-style-type: none"> - In-App bulletin board - Flyers - Push Notifications - Text messages - Social network - Virtual fairs - Live chat 	<ul style="list-style-type: none"> - Chat function - Notifications - Community - Leader boards 	<p>This code lists features that can be used for the communication among participants.</p>	<p>All platforms use a chat function and send out (push) notifications. Woliba and Wellable both have a social network and offer virtual events. Leader boards are used by two platforms. Wellable offers flyers.</p>	

*OT = Observation Template



Appendix 12. Ideas for warm-up, theoretical and practical element (1/2)

Session	Warm-up	Theoretical element	Practical element
Psychological	<p>Mural World Map</p> <ul style="list-style-type: none"> Where are you attending this webinar from? <p>Mentimeter Word Cloud</p> <ul style="list-style-type: none"> What are you expecting from this webinar session? What do you think influences your psychological well-being? <p>Mentimeter Poll</p> <ul style="list-style-type: none"> How are you feeling today? 	<ul style="list-style-type: none"> Definition of psychological well-being Go deeper into job satisfaction models such as Maslow's Hierarchy of Needs or Herzberg's Motivator-Hygiene Theory Present deeper insights about workplace bullying (Definition, occurrence, prevention) Provide examples of how to make employees/colleagues feel more valued at work 	<ul style="list-style-type: none"> Conduct the Employee Wellness Interest Survey Summarise personal hygiene needs and compare with other participants Create a list of values and standards to prevent bullying at work Write a recognition letter to one of your colleagues Mindfulness learning session
Physical	<p>Mentimeter Word Cloud</p> <ul style="list-style-type: none"> What is your favourite physical activity? <p>Mural Post-It Board</p> <ul style="list-style-type: none"> How do you increase your physical well-being? <p>Mentimeter Quiz</p> <ul style="list-style-type: none"> How long do you think you need to sleep to perform well the next day? <p>Mentimeter Poll</p> <ul style="list-style-type: none"> How is your personal stress level today? 	<ul style="list-style-type: none"> Definition of physical well-being Aspects of physical well-being (balanced, physical activities, sleeping, stress management) Disadvantages of a poorly tracked physical well-being Provide examples of how to promote a healthy lifestyle at the office and in daily routine Introduce small workouts that can be done at work to relax Introduce clean eating habits 	<ul style="list-style-type: none"> No gym – no problem: How to exercise at work without a gym Nutrition for busy professionals: Creation of meal prep recipes Grocery shopping techniques Sleep tight tonight exercises Gathering ideas for a more comfortable physical work environment
Mental	<p>Mentimeter Poll</p> <ul style="list-style-type: none"> How are you feeling today? <p>Mural World Map</p> <ul style="list-style-type: none"> Where would you like to be right now? <p>Mural Post-It Board</p> <ul style="list-style-type: none"> What gives you the feeling of mental stability? 	<ul style="list-style-type: none"> Definition of mental well-being What are and how to recognise mental health problems Tools for Mental Health Interventions (Thought Record Sheet, Daily Mood Tracker) Practices for preventing and recovering from burnout Supportive measurements by colleagues/business 	<ul style="list-style-type: none"> Create a thought record sheet (for thought reflection) Create a bulletin board for mental health awareness Gather ideas for a "mental well-being day at work" Tutorial on how to do a "relaxation break at work"



Appendix 12. Ideas for warm-up, theoretical and practical element (2/2)

Social	<p>Mural Post-It Board</p> <ul style="list-style-type: none"> - List some ideas for social activities at work <p>Mentimeter Poll</p> <ul style="list-style-type: none"> - How much do you like working in your team at work? <p>Mentimeter Rating</p> <ul style="list-style-type: none"> - Which social activities does the business already offer? 	<ul style="list-style-type: none"> - Definition of social well-being - Introduction of theories or frameworks concerning social relationships and well-being (Attachment theory, Relationship Motivation theory) - Reasons for poor social well-being at work - Measurements to improve social well-being at work 	<ul style="list-style-type: none"> - Take part in European Social Survey (ESS) to evaluate interpersonal and social aspects of well-being - Brainstorm ideas for social gatherings at work - Create free wellness flyers about any well-being aspect
Financial	<p>Mural Post-It Board</p> <ul style="list-style-type: none"> - What is your definition of financial well-being? <p>Mentimeter Quiz</p> <ul style="list-style-type: none"> - Questions about financial well-being to check the current knowledge about this aspect 	<ul style="list-style-type: none"> - Definition of financial well-being - Importance of financial well-being - Options for a better financial position - Introduce supportive measures that are provided by the employer - Useful financial tools - (Short introduction to financial investing) 	<ul style="list-style-type: none"> - Summarise activities that could help you to increase your financial well-being - Brainstorm which support opportunities the business offers and what could be improved
Intellectual	<p>Mentimeter Poll</p> <ul style="list-style-type: none"> - Do you know how to increase your intellectual well-being? <p>Mentimeter Rating</p> <ul style="list-style-type: none"> - I do this activity to increase intellectual well-being 	<ul style="list-style-type: none"> - Definition of intellectual well-being - Importance of intellectual well-being - Relation between curiosity and intellectual well-being - Useful tips to advance the intellectual well-being 	<ul style="list-style-type: none"> - Create ideas for a journaling book - Brainstorm ideas for brain stimulation - Brainstorm ideas for activities at work that increase intellectual well-being - Brainstorm ideas for "lunch and learn" sessions

Appendix 13. Ideas for activities and challenges (1/2)

Well-being aspect	Activities		
Psychological	Start a DIY project	x	x
	Go “phone screen-free” during work	x	
	Talk with a colleague about the highs and lows of the workday		x
	Create a gratitude wall for yourself or work	x	x
Physical	Today is your no sugar and sweets day	x	
	Today is your day without dairy products	x	
	Today is a smoke-free day	x	
	Drink at least 1,5 litres of water	x	
	Take the bike or walk to work (maybe with a buddy?)	x	x
	Do any physical workout after work	x	x
Mental	Deep breathing exercise to relax yourself	x	
	Make a “meditation break” with a colleague		x
	Join a guided meditation session	x	
	Don’t forget to use the “time out app” to get some off-screen time	x	
Social	Invite family/friends/colleagues over for dinner		x
	Visit a friend/family member for a catch-up		x
	Send a handwritten letter to someone	x	
	Meet up with a colleague from work during your break		x
	Organise a board-game tournament with your colleagues		x
	Arrange a pre-meeting gathering		x
Financial	Summarise your weekly expenses	x	
	Monitor “Impulse Spendings” in a small notebook	x	
	Put aside some cash in your savings account	x	
Intellectual	Explore a new gallery or museum	x	x
	Go on a day trip to a national park/beach	x	x
	Start reading a new book	x	
	Get a book from the “employee library” (A shelf with recommended books that have been provided to other employees)	x	
	Host a “lunch and learn” session with colleagues		x

Appendix 13. Ideas for activities and challenges (2/2)

Well-being aspect	Challenges		
Psychological	Happiness challenge. There is a list of “happy habits”, that increase your happiness. The more “happy habits” you collect during the challenge, the more points you get at the end of the challenge	x	
	Explore journaling. Over two weeks, write down your thoughts every day to understand and reflect on your thoughts	x	
	31-days of self-care. There is one little task for each day in the self-care calendar which has to be fulfilled to earn points at the end of the month	x	
Physical	Cook-off. Pick a food category with your colleagues and each day, all have to bring a meal including the ingredients of the category		x
	Make your way to 5k. Follow a 6-week training schedule to become more active, reach 5k while walking or running and earn some points	x	x
	Hydrate for health. Achieve the daily fluid goal every day, to earn some points at the end of the month	x	
Mental	Mind-body challenge. Take part in the guided meditation sessions for the next four weeks to practice meditation regularly.	x	x
	Sleep tight tonight. Join the activities and learn about how much sleep is needed to be productive and earn points by watching short healthy sleeping videos	x	
Social	Teams of two challenge. Two colleagues working together on physical team activities for 4 weeks to earn points and be the best at the end of the challenge		x
	Walk to talk. Form a group of colleagues and meet up twice a week for a “walk to talk”. At the end of the challenge, you fostered relationships with colleagues and also did something for your physical health		x
Financial	Honey, take care of your money! To earn some points in this challenge, avoid impulse spending for the next two weeks	x	
	Savings for cravings. Set yourself a certain amount of money that you would like to save for your next craving within the next 6 weeks. If the goal is reached, you will get some extra points!	x	
Intellectual	Charity challenge. As a team, you join daily activities. The more activities the team accomplishes, the more points will be earned. If a certain number of points will be reached at the end, a predefined amount of money will be donated to a charitable project		x
	Lunch and learn. Over 6 weeks, join a lunch and learn session at least once a week to broaden your horizon	x	x
	Ride the bike (or public transport). For the next two weeks, do not use the car but try to get everywhere by bike or public transport to reduce your environmental footprint.	x	

Appendix 14. Ideas for reward options (1/2)

Well-being aspect	Reward options
Psychological	<p>Paid time off. This reward allows the employee to reinvest in their health through holidays, quality time with family and friends, or any other activity outside of work.</p> <p>Company merchandise. If the business has its merchandise, any merchandise like shirts, water bottles, or office equipment can be used as a reward.</p> <p>Plants for the office. Points can be redeemed for new plants in the work area. Any decorative plant already makes the work environment more comfortable. Research has even shown that plants can increase engagement.</p> <p>Personalised merchandise. Surprise the participant with e.g. stickers, mugs, or magnets with their faces. The personalised products are great for decorating laptops or drinking coffee.</p> <p>Wellness goods for work. Points can be used for different purposes. There might be a relaxation room, which needs new furniture, maybe some exercise equipment, ergonomic furniture, new features for a break area, social activities like a football kicker, or nicer kitchen facilities.</p>
Physical	<p>Wearable devices. This reward can either be given as a voucher (employee does not have to pay full price for the device) or as a product (e.g. Fitbit)</p> <p>Voucher. Points can be redeemed for, e.g. personalised training vouchers, food boxes, fitness accessories or a gym membership.</p> <p>Health check-up. Points can be redeemed for various psychological, physical, or mental check-ups.</p>
Mental	<p>Vouchers. Points can be used for, e.g. headspace subscription, yoga or meditation classes or a visit to a spa.</p> <p>Mental training. Points can be redeemed for training opportunities to strengthen personal mental well-being.</p>
Social	<p>Event tickets. If the employer has access to tickets for sports events, concerts, or local experiences, these can be used as a reward.</p> <p>Catered lunch. For rewarding team challenges, an option is to provide a healthy lunch as a prize. It is not only about the good food but can also provide opportunities to connect with colleagues.</p> <p>Team event voucher. The team can redeem the points for a budget to be used exclusively for a team event – whether for training, team building, or leisure purposes.</p> <p>Team wine tasting. For those who drink alcohol, a guided wine tasting is informative and fun and can be a nice “after work” activity.</p>

Appendix 14. Ideas for reward options (2/2)

Financial	<p>Gift cards. Either for a specific shop or something similar as a Visa gift card can allow the employee to spend their reward on any item.</p> <p>Payroll contributions. Topping up monthly salary with a small bonus.</p> <p>Advice from a financial professional. Long-term financial planning is not directly offered free of charge. A corporate financial advisor can assist employees throughout the year and participants can use their points for personal sessions.</p> <p>Paid commuting. Depending on the location, getting to work can sometimes be challenging and expensive. Points can be redeemed for a discount card e.g. trains, buses, or fuel.</p>
Intellectual	<p>Charitable contributions. Points can be redeemed for any charitable project in which the company participates.</p> <p>Book of the month. The participant can choose between 5 books that can be received as a reward.</p> <p>Training or coaching offers. Employees can redeem points for further training opportunities. Perhaps for a language course, creative activities, cooking classes, a seminar on workplace ergonomics, time, or self-management.</p>