

'Run Your Way on Fit@SAP' Motivates Employees to Develop a Healthy Lifestyle

SAP SE

Best Benefits, Wellness and Well-Being Program

October 2019



Company Background



Company-at-a-Glance	SAP is the market leader in enterprise application software, helping companies of all sizes and in all industries run at their best; 77% of the world's transaction revenue touches an SAP system. SAP's machine learning, Internet of Things (IoT) and advanced analytics technologies help turn customers' businesses into intelligent enterprises. SAP's end-to-end suite of applications and services enables its customers to operate profitably, adapt continuously and make a difference.
Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	€24.71 billion
Employees	96,000-plus
Global Scale (Regions that you operate in or provide services to)	180-plus countries
Customers/Output, etc. (Key customers and services offered)	SAP serves more than 425,000 customers and 18,000-plus partner companies globally.
Industry	IT
Stock Symbol	SAP SE (SAP)
Website	www.sap.com

Budget and Timeframe

Overall budget	\$60 device subsidy per employee with 8,700 employee requests covered globally on a first-come, first-served option.
Number of (HR, Learning, Talent) employees involved with the implementation?	About 30 teams across locations and board areas within SAP contributed to setting up the program, including Global Health & Well-Being, Global Health Ambassador Network, Global IT, COO HR, People Sustainability, Global Controlling, Legal, Total Rewards, Country HR Directors, Labor Relations, Works Council, Global HR Data Management, Global Payroll Services, Tax Global Procurement, Data Protection Office, Employee Representatives of Supervisory Board, HR Shared Services, HR Leadership team, Country HR Directors, FitSAP Presales Singapore, Design Thinking Team, Global Communications, Global Design, Global Compliance, Global CSR, Global Content Team, General Management Sponsorship, as well as external partners such as an interface provider to connect various brands to internal Fit@SAP platform and a provider for the global subsidy platform.
Timeframe to implement	February 2016-May 2017
Start date of the program	May 2017

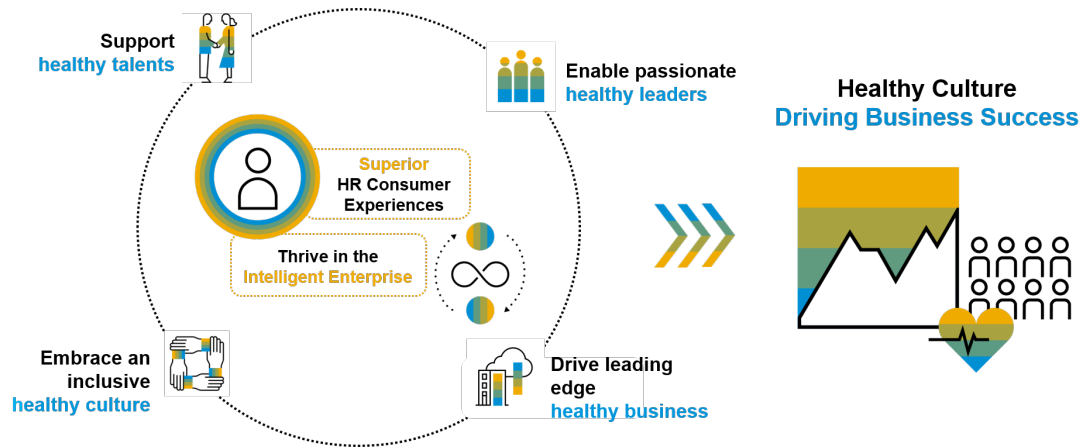
Business Conditions and Business Needs

- “None of us can do good work for the company if we don’t keep ourselves well.”
— **Bill McDermott**, CEO, SAP, 2019

Reflecting the quote of SAP’s CEO Bill McDermott, the importance of employee health and well-being at SAP becomes obvious. SAP’s Global Health and Well-Being team enables SAP to deliver the intelligent enterprise by fostering a healthy culture and supportive working conditions to ensure outstanding employee experience, maximize engagement of the workforce and keep SAP an employer of choice. Organizationally, Global Health & Well-Being is part of the HR organization and belongs to People Sustainability, together with Global Diversity & Inclusion. An innovative and well-connected portfolio in the field of health, well-being and happiness helps SAP employees worldwide to run at their best. The Global Health & Well-Being department is led by Dr. Natalie Lotzmann, Global Vice President and Chief Medical Officer for SAP Global Health & Well-Being.

Globalization and digitalization expose employees to challenges while also offering many chances. As a company, to take the chances and reach organizational goals, it is indispensable to have employees who are motivated and engaged. It is not only a question of social responsibility but an economic requirement to acknowledge not only the specific organizational demands but also the individual needs of employees.

Health management at SAP is part of its strategic human resources management. The careful alignment of health strategy and offerings with the company strategy foster a healthy environment for all employees at SAP: Health offerings support employees in coping with quickly changing work conditions and help them stay physically and mentally healthy in today’s volatile, uncertain, complex and ambiguous (VUCA) world. The measures of this strategic health management approach support the company strategy by positively influencing employee engagement, employee retention, productivity and innovation.

Figure 1: Strategic Approach of Health Management at SAP


Source: SAP SE

As the above graphic shows, SAP as a company understands the significant connection between a healthy culture and the ability to achieve individual and organizational goals and sustainable business success. When SAP's employees feel healthy and cared for, they can achieve stronger business outcomes. In today's war for talent, a healthy culture and innovative work environment full of opportunities make SAP an employer of choice for digital natives. The attractiveness of SAP as employer of choice also shows in numerous awards; in 2018, SAP won 175 employer awards in total.

Measuring the Healthy Culture at SAP: Business Health Culture Index

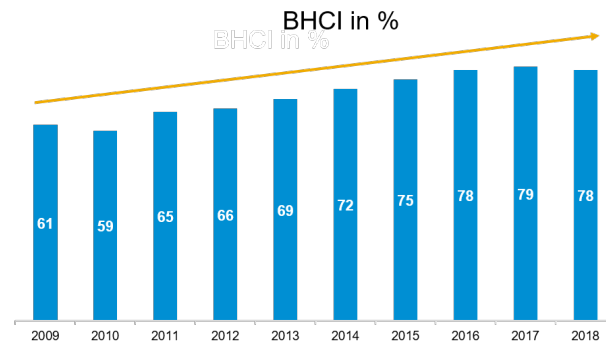
Besides a mindful, caring and supportive attitude, organizational health management also needs to rely on numbers and data to analyze the starting point and evaluate the success of implemented measures or programs. The most important source to measure this success are employees themselves; digital survey evaluation tools nowadays should be considered as standard. At SAP, the annual People Survey was implemented 1998 and is sent to SAP employees worldwide in form of an online questionnaire — with a large response. In 2018, the participation rate was at 73%.

As part of the People Survey, the positive effect of a healthy company culture is measured with the SAP Business Health Culture Index. This index is also part of SAP's integrated report and has a strong financial impact. The financial power of the BHCI results from increased performance and profitability in combination with decreased costs. Each percentage point change of the BHCI can impact the operating profit by €90 million-€100 million. Since the introduction of this index in 2009, the percentage has been stable in the target corridor of 78%-80% since 2016. Measuring and analyzing the needs and feedback of SAP employees worldwide is essential to help them stay healthy and happy, and develop offerings according to these needs.

Figure 2: BHCI Percentage from 2009-18

What does the BHCI measure?

Utilizing data from nine questions in SAP's annual People Survey, the Business Health Culture Index (BHCI) measures **seven conditions of a healthy culture** that enable employees in an organization to stay healthy and balanced.

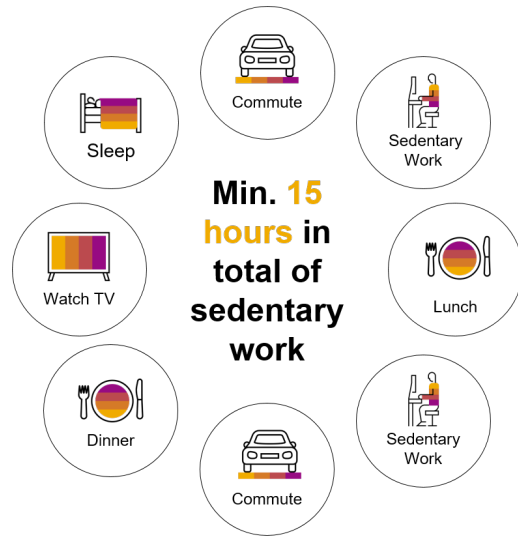


Source: SAP SE

At SAP, a globally spread workforce and increased flexibilization of working time and location lead to a growing need for decentralized or virtual on demand offerings. Besides general attractiveness and incentives, digital tools and services in health management are especially attractive for the generation of digital natives, as well as for employees in smaller office locations, remote workers or employees with high travel activity.

SAP's Workforce and the Run Your Way Program

SAP's workforce is spread all over the world and most employees are pursuing sedentary activities. Research shows an influence of physical inactivity on an increased risk of cancer, heart diseases or diabetes and even a shortened life span. The following graphic illustrates the hours of total sedentary work per day on an average workday. In contrast to this alarming scale of physical inactivity, it is well known that moving regularly throughout the day benefits long-term physical and mental health and well-being.

Figure 3: Sedentary Behavior in Daily Life


“Sitting is the new smoking”

Source: SAP SE

As being physically and mentally healthy is essential for people’s ability to be innovative and perform at their best, the “Run Your Way on Fit@SAP” program was launched in May 2017 to support colleagues in getting more active and developing healthy habits.

So far, more than 11,500 employees use the platform regularly, which equals to more than 10% of SAP employees worldwide.

Overview

The Three Program Pillars

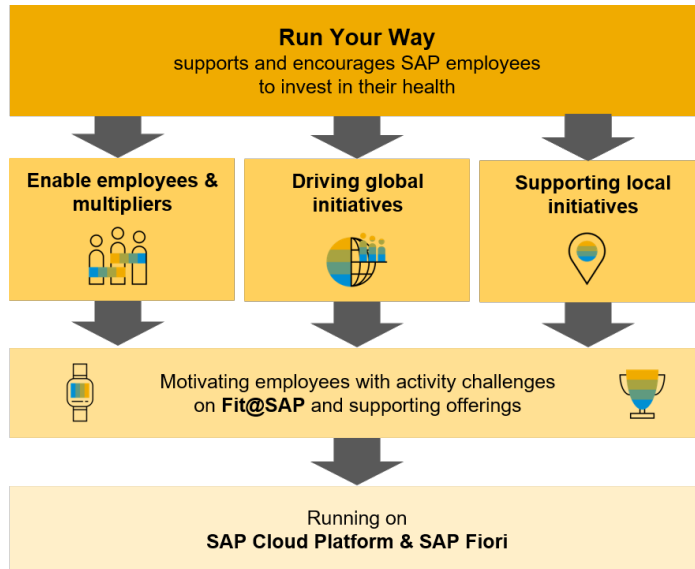
The program “Run Your Way on Fit@SAP” supports and motivates SAP employees across all locations, generations and regardless of any physical conditions to invest in their personal health and well-being. The overall program goal is to get people more active in their everyday lives — at work and beyond — while fostering digitalization. With the help of SAP Technology and IoT, employees are motivated to integrate regular movement and physical activity into their daily lives and develop healthy habits that can mitigate the risks of a sedentary lifestyle.

The program consists of three pillars:

- **Enablement of Employees** through global subsidy for activity trackers (76 countries included) and enablement of multipliers through enablement sessions and consultation

- **Motivation of Employees** through global activity challenges and the ability to create own challenges with peers on the Fit@SAP activity challenge platform, as well as an internal communication campaign
- **Support of Local Initiatives** and contact people to ensure global scope and integration of local health initiatives and events

Figure 4: Core Concept of the Run Your Way Program



Source: SAP SE

Platform and Activity Challenges

One main component of the program is the activity challenge platform Fit@SAP. This internal online platform enables employees all over the world to connect their individual device to track their personal activity progress and motivate each other in various global, as well as local, challenges. The activity tracker subsidy and the first big global challenge were launched simultaneously to the roll out of the Fit@SAP platform to create awareness and motivate people to join the program.

Figure 5: User Interface on the Fit@SAP Platform

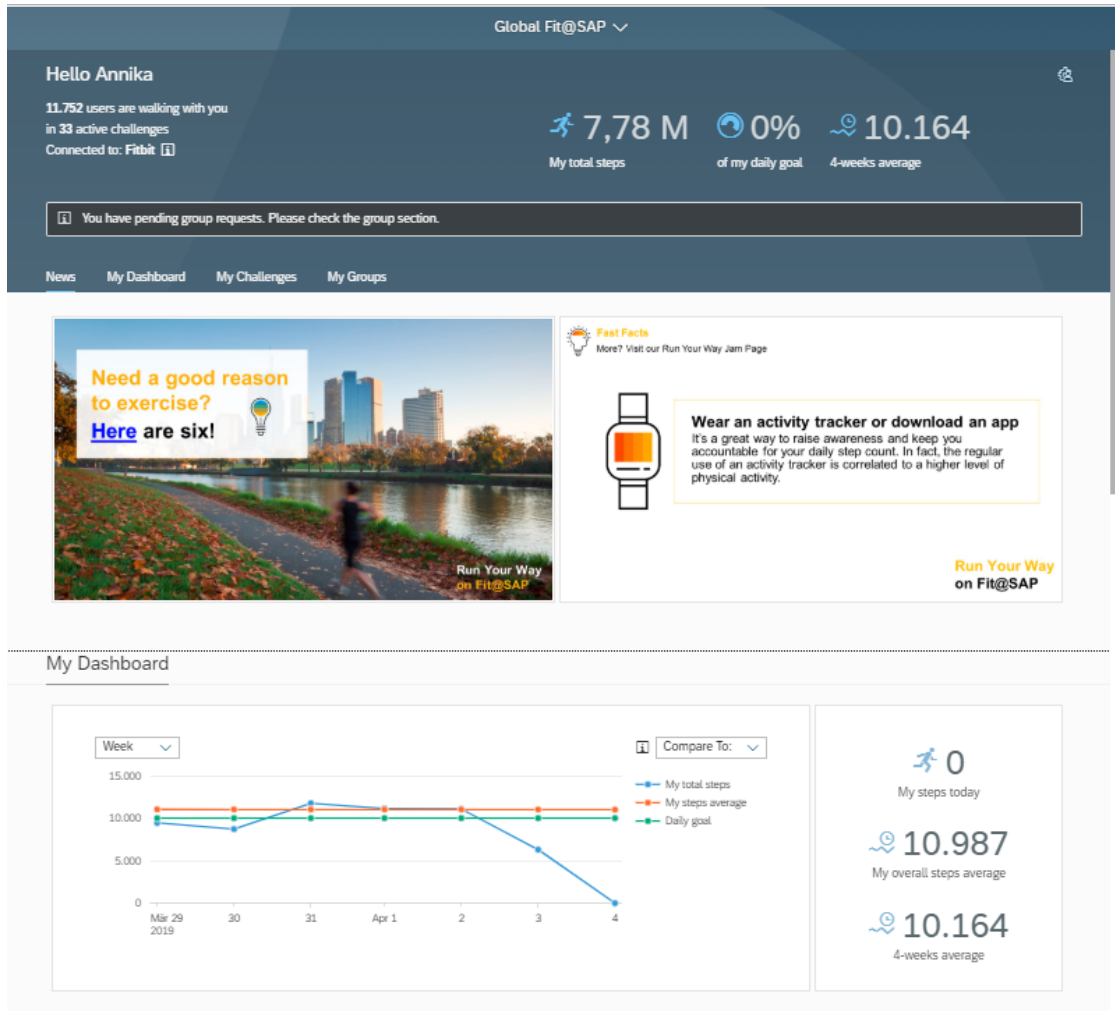


Figure: SAP SE

Activity Trackers

The Fit@SAP platform has interfaces to various brands. Employees can join the program using their individual tracker of choice. Globally offered subsidies for an activity tracker of the employee's choice were available for all interested employees.

Local Initiatives and Social Experience.

Integrating local initiatives and events into the global program concept was one key factor to help people stay motivated and on track. The Fit@SAP platform offers the opportunity to set up groups with colleagues for local steps-challenges with individual and flexible goals to challenge and motivate each other, and get even more active throughout the day. This social component was also one further aspect to promote and strengthen people's motivation to stay on track.

Impact and Goal Achievement

The “Run Your Way of Fit@SAP” program has already impacted 17,000 SAP employees (total number of employees who ever signed up) and truly exemplifies the mindset of SAP’s founders:

- **Entrepreneurial Spirit** — By taking the seed of an idea to a global movement for a healthier workplace;
- **Perseverance** — By turning every challenge into an opportunity to run better, simpler; and
- **Passion** — By keeping the user at the center and by delivering a solution that showcases SAP technology and innovations, like IoT.

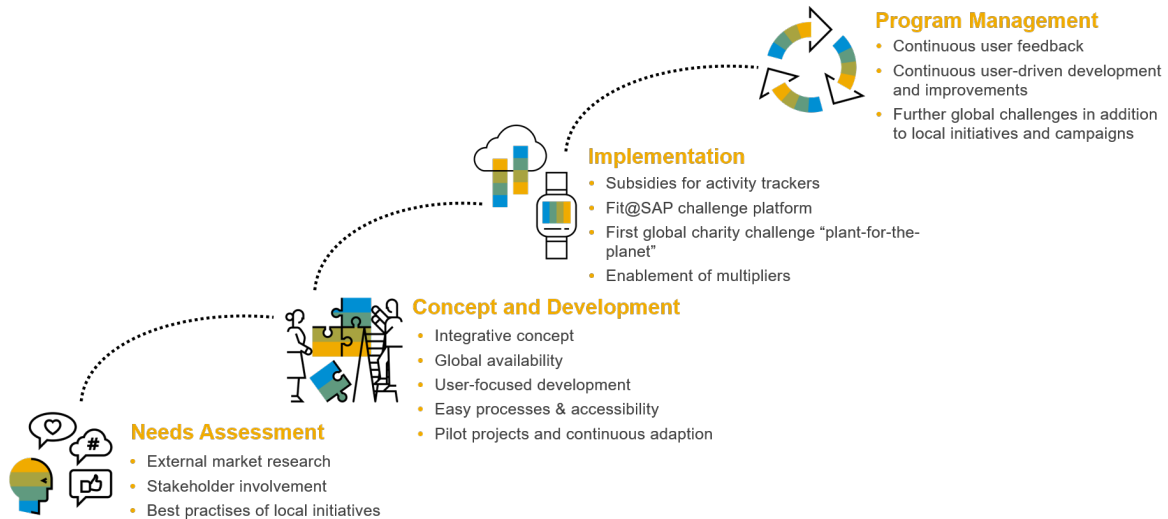
However, the most inspiring aspect of the “Run Your Way on Fit@SAP” program is to hear from colleagues around the world about how they are developing new healthy habits — their own way — and improving their health and well-being. Many have shared their personal stories and offered advice to help other colleagues. It is a living example of SAP’s caring culture and healthy mindset and shows the positive impact of the Run Your Way program. Generally, Run Your Way on the Fit@SAP platform is a great illustration of the vital contribution that SAP technology can make to improving people’s lives. It fosters SAP’s reputation and recognition as employer of choice for new talent and the generation of digital natives. One important aspect is the low-threshold access to the program that makes the program also accessible for people without fitness trackers by using running apps on their phones. Furthermore, even handicapped people (i.e., wheelchair users) can participate in the program.

Design and Delivery

The design and delivery of the “Run Your Way on Fit@SAP” is an example of SAP’s innovation mindset at work: The first idea for the Fit@SAP platform was envisioned and developed by a Presales colleague and his team in Singapore, who was looking to showcase SAP technology to customers. In discussion with various stakeholders, the vision of having a global program became concrete. It required dedication, courage and extraordinary engagement from the core team to develop and deliver the program vision. The complex processes were managed in a cross-team collaboration. More than 30 groups across SAP supported the process with their expertise. For example, colleagues from IT, Payroll, Legal, Data Protection, Tax, Purchasing, Total Rewards, Global Health, Labor Relations, Product Development, CSR, Sustainability and many more have collaborated and contributed to making the Run Your Way on Fit@SAP program a reality.

The following figure shows the process of the program design and delivery. The individual steps are described in more detail below.

Figure 6: Design and Delivery Process Steps



Source: SAP SE

Needs Assessment

To ensure the program meets the needs of the users — all SAP colleagues worldwide — the project team put a strong emphasis on detailed research for market trends and stakeholder involvement from the very beginning of the project:

- Design Thinking sessions to identify and validate functionalities that were implemented in the initial roll-out. The sessions ran in 2016 and included stakeholders from all hierarchy levels, as well as different areas and countries.
- Several global feedback rounds to ensure that country-specific requirements were reflected, and pilots were conducted to ensure the process was user-friendly.
- Best practices of already implemented local initiatives ensuring knowledge exchange and transfer to scale globally, for example in APJ and the Netherlands.

Concept and Development

According to the needs assessed, a detailed market analysis was conducted in regard to available software solutions and software developers to acquire the necessary know-how and create the global platform. Despite detailed research, there was no suitable external solution available. For example, activity and fitness platforms on the market were limiting users to one activity tracker brand, whereas user research showed that users consider the free choice of the tracking device as critical factor to participate in the program. As a result, the Fit@SAP platform was set-up in close collaboration with the internal IT-

department and an external interface provider to ensure the flexibility to connect individual devices — an outstanding achievement compared to other offerings on the market.

Key differentiators of the Fit@SAP platform:

- **Flexible Solution** — It's a platform that allows employees the flexibility to connect their preferred device or to put in data from their running app.
- **Global Availability** of the solution: It's available for all SAP employees worldwide
- **"Easy-to-Consume"** — Since it focuses on sharing step data, the application is easy, consumer-friendly and motivating. The simplified, easy to consume set-up is a result of various pilot projects, Design Thinking sessions and feedback rounds.
- **Socializing Component** of the Fit@SAP platform: The opportunity to set-up groups and include regular global and local challenges are central elements of the platform to foster multiplier effects and active involvement/personal initiative.

Implementation and User-Focused Enablement

To ensure an easily accessible program for all employees, a first and central step was to offer subsidies for activity trackers globally to all colleagues. To further support the program accessibility and extraordinary user experience during program roll-out, the project team created supporting materials, simple explanation videos for the subsidy request and the usage of Fit@SAP. Representatives of the global health and well-being topics officially nominated by HR Directors and Total Rewards Leads were enabled as multipliers to locally support the program. Also, employees were offered direct support via the Fit@SAP internal social media.

Furthermore, SAP employees worldwide in 80 countries received an official invitation mailing to the program and the first global activity challenge was connected to a good cause and started together with the program launch in May 2017. The invitation mailings contained motivating elements, as well as a short step-by-step guide on how to get things started and how to participate in the first charity-based steps challenge. The first activity challenge was a charity for the "Plant for the Planet" organization that would plant a certain number of trees for the total steps SAP employees would collect in the activity challenge timeframe. The good cause proved to be a highly motivating factor to many employees as they saw they could even contribute to SAP's environmental goals while improving their own health. The success of this first activity challenge led to two more big global challenges so far. Also, monthly challenges accessible for all employees were implemented.

Management

Since its launch in May 2017, the “Run Your Way on Fit@SAP” program is continuously managed and enhanced by the Global Health & Well-Being team in close collaboration with key stakeholders such as internal IT.

Continuous Feedback

One important element in this management and support process was the continuous dialogue and user feedback. A confidential mailbox and a private group on the internal social media platform called SAP Jam were established for this cause. After the program roll out, another Design Thinking workshop was implemented to analyze the first user feedback and improve processes according to the feedback received. Additionally, in 2018 a usability testing and survey was conducted to further improve usability of the software, and it showed an overall satisfaction score of 75 out of 100; the support for participants was rated high with 80 out of 100.

Continuous Development

Ongoing improvements and new features are based on the user feedback received and combined with new technical opportunities and solutions on the Fit@SAP platform. A continuous dialogue not only with users but also with IT was an indispensable component for the program team to optimize accessibility and usability and stay on top of new developments and the needs of SAP employees worldwide. In the usability survey mentioned above, the high user ratings for intuitiveness (81 out of 100) and ease of use (74 out of 100) show the positive effect of the consumer-focused development process. Future enhancements of the Fit@SAP platform, such as a chat functionality, a biking feature and further gamification elements are currently planned and tested in pilot formats.

Implementation of Global Activity Challenges

Besides the opportunity to set up individual challenges, there are official global challenges for a good cause initiated by the Global Health & Well-Being team. A highly motivating factor for many participants is the charity connected to the activity challenges.

Since the program launch in May 2017, there have been three global challenges inviting all colleagues worldwide via email. All challenges have been connected with a donation to a charity organization:

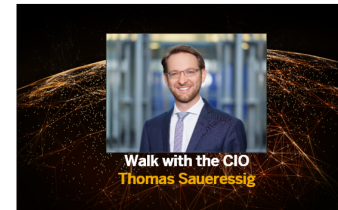
Figure 7: Overview of Three Global Activity Challenges

Run Your Way Around The World

More than 7,000 employees
 From 65 countries
 Completed 24 rounds around the world
 30,000 trees were planted


Run For Your Future

More than 6,500 employees
 From 65 countries
 Completed 26 rounds around the world
 5 Plant-for-the-Planet academies were funded


Walk with the CIO

More than 7,500 employees
 From 68 countries
 Walked more than 1,180,000 km
 More than €11,800 donated to Wings for Life

Source: SAP SE

- First Global Activity Challenge:** In May 2017, more than 7,000 employees from 65 countries participated and completed a cumulated distance equivalent to 24 rounds around the world. Thanks to this great achievement, SAP funded the plantation of 30,000 trees in cooperation with the Plant-for-the-Planet.
- Second Global Activity Challenge:** In July 2018, more than 6,500 employees from more than 65 countries completed 26 “rounds around the globe” and SAP funded five Plant-for-Planet academies where children are trained to become Climate Justice Ambassadors to learn more about climate change and protection of the environment.
- Third Global Activity Challenge:** In October 2018, “Walk with the CIO” was led by SAP Chief Information Officer Thomas Saueressig. More than 7,700 employees collected a €11,800 donation for the “Wings for Life Spinal Cord Research e.V.” organization with their steps.

In addition to the big global challenges, Global Health & Well-being offers monthly activity challenges with a seasonal theme. Employees can join these challenges in groups according to their activity level (“normal” or “advanced”) and will receive a monthly update showing the results of the last challenge and an outlook on the next upcoming challenges to keep them on track. Currently, there are more than 8,000 employees engaged in the regular group and nearly 300 employees in the advanced group.

Support of Local Initiatives and Campaigns

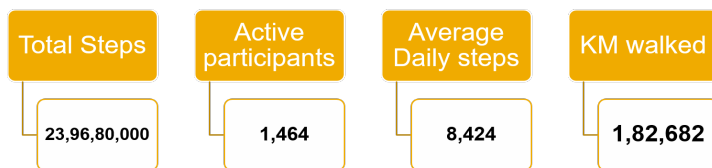
In addition to global campaigns, there are numerous local initiatives and events. These are driven by the local multipliers who can always reach out to the Global Health & Well-Being team for support or advice.

One great example for a local campaign is the “Indian Fitness League Initiative” that took place in September 2018 and is an example of gamification for this topic: More than 150 teams participated in the “Indian Fitness League,” a local championship where the different teams tried to beat each other in their total of steps.

Figure 8: Overview Results of Indian Fitness League

Indian Fitness League in Numbers

- ✓ **151** teams
- ✓ **1672** registered participants
- ✓ **6** locations **26+** SPOCs
- ✓ **3** weeks



Source: SAP SE

Another successful local program was rolled out in Germany in 2018: The initiative “SAP for You” is a wellness program that combines and further develops existing offerings in one overall program. Faces and Sponsors of “SAP for You” are Cawa Younosi (Head of Human Resources SAP Germany) and Daniel Holz (Managing Director of SAP Germany). “Run Your Way on Fit@SAP” is included in this program to cover the health and physical activity aspect. SAP executives took the chance to combine their personal interest in being healthy and balanced with the opportunity to be a role model for others: For example, the CFO from SAP Germany, Dr. Christopher Sessar, led an activity challenge to motivate colleagues and show the importance of caring for one’s health. A donation to charity was also included in this national step challenge. The picture in the following blogpost shows the executive handover of the donation for the NGO “Humor hilft heilen” (“humor helps to heal”) of the steps challenge.

Figure 9: LinkedIn Screenshot – November 21, 2018


Source: SAP SE

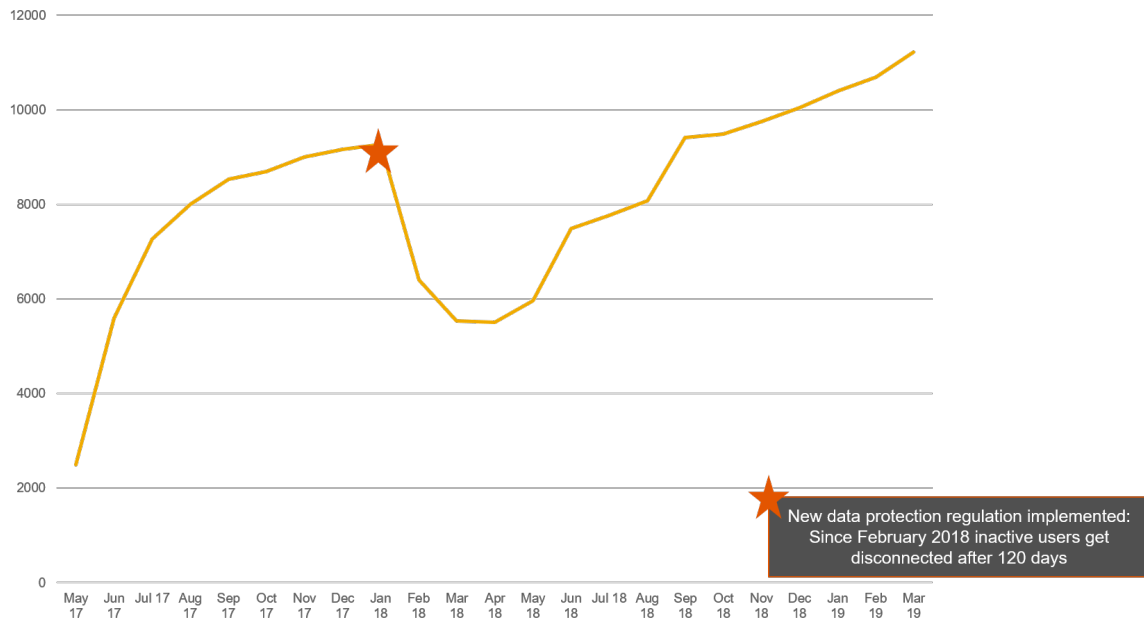
Measurable Benefits

Program-Specific Indicators

The program-specific impact is measured according to the program goal to foster a healthy culture at SAP and support SAP's purpose to improve people's lives. Creating a global scope and getting employees all over the world actively involved are key to reach this goal. To measure this impact, the program team uses program specific dashboards to track click rates, participating countries and connected devices.

Global Reach

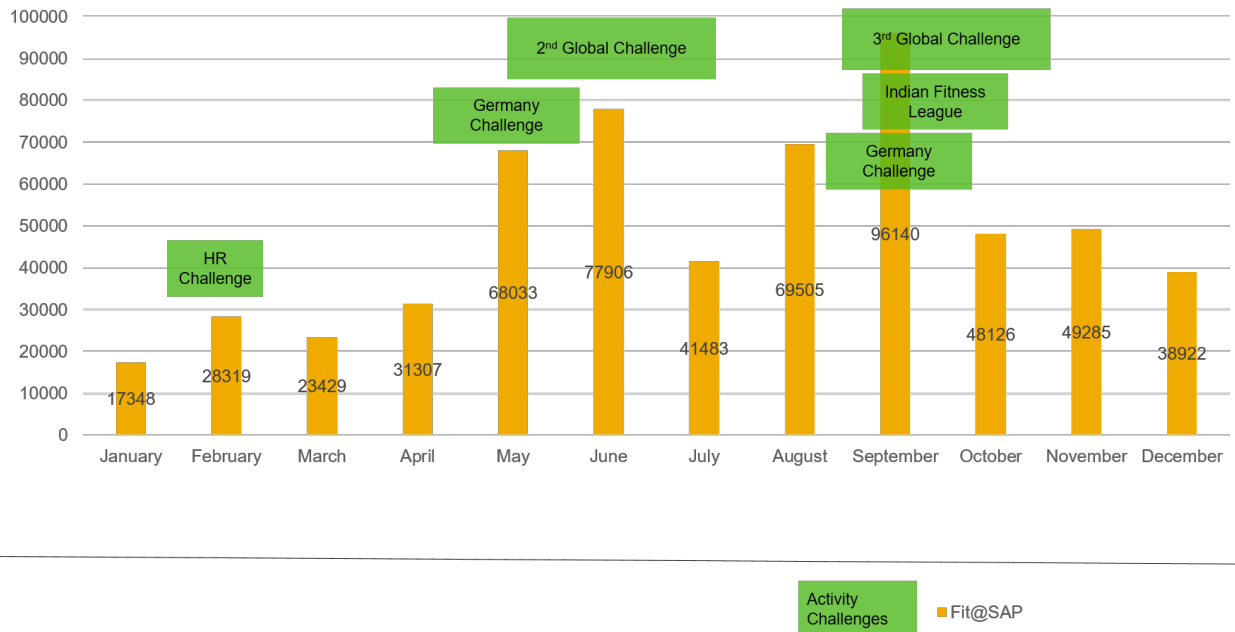
Today, employees from more than 70 countries are participating in the program. Additionally, the number of connected devices (fitness trackers, apps, etc.) is the key indicator for the number of employees actively involved in the Run Your Way program and shows the overall participation in the program. The number is continuously tracked since the program launch in May 2017 and visualized in the following graphic. Even though there was a new feature implemented in the platform that would disconnect inactive users after a certain period of inactivity, the number of connected device continued to grow and by now has reached the number of 11,696 devices (as of April 1, 2019), which equals 11.9% of SAP employees participating in the program.

Figure 10: Connected Devices from Program Launch in May 2017 until March 2019


Source: SAP SE

Strong Interest Among Employees

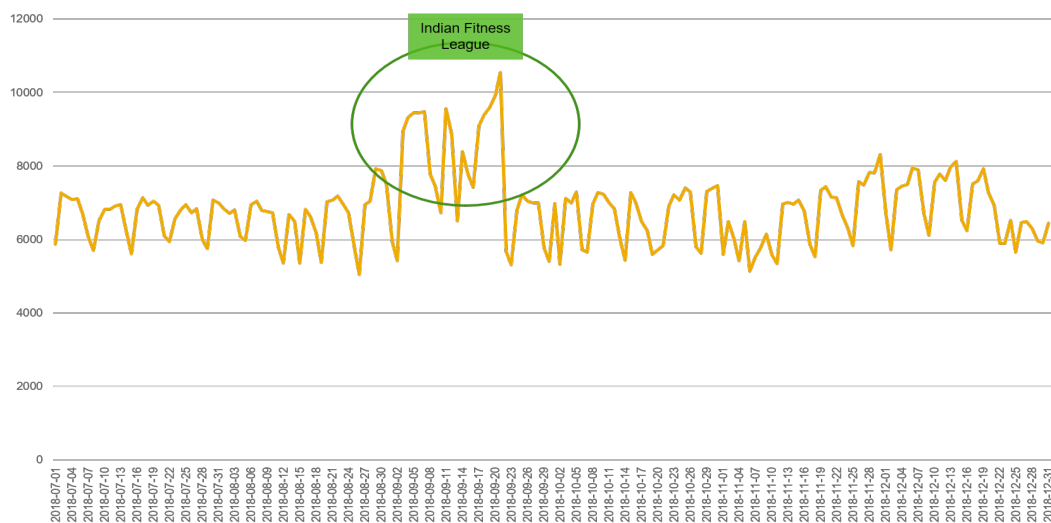
In addition to the global program scope, the tracking of click rates on the Fit@SAP platform gives a feedback on general interest in the program. The click rate overview for 2018 (see following graphic) shows a strong effect of communication concerning upcoming activity challenges on rising click rates. This aspect highlights the importance of the marketing and communication concept, including global activity campaigns as well as local offerings. Ongoing promotion activities help to keep awareness high.

Figure 11: Click Rates on Fit@SAP & Key Activity Challenges in 2018


Source: SAP SE

Healthier and Happier Employees

The high impact of “Run your Way on Fit@SAP” for employees can be shown in an increased steps average. During Indian Fitness League for example, the overall step average in India showed a noticeable increase.

Figure 12: Influence of Indian Fitness League on Steps Average in India


Source: SAP SE

This example shows the impact of Run Your Way to help employees reach a healthy step average. Based on comprehensive research, the step average is clustered in different step corridors and an average of 10,000 steps per day is recommended. Various studies show that this amount of physical activity is associated with positive outcomes on health. Currently, 45% of employees participating in Run Your Way reach a healthy step corridor of 7,500-plus or more steps.

Impact on Business Health Culture Index (BHCI)

The feeling of subjective health and well-being is addressed in some of the BHCI items as part of the annual People Survey at SAP. Consequently, SAP sees a potential influence of offerings such as Run Your Way on the BHCI, especially on the following two items of the BHCI:

- Item 1: Compared to others of my age, I am in good health
- Item 2: I am proud to work for SAP

The positive feedback on these items and the BHCI being stable in the target corridor of 78%-80% indicate that offerings such as the Run Your Way program help grow and manifest the healthy company culture at SAP.

Besides the above listed direct impact on a healthy company culture and on happy, balanced employees at SAP, the “Run Your Way” program and the innovative Fit@SAP platform actively contribute to SAP’s reputation as an employer of choice. It shows the Corporate Social Responsibility that SAP takes to live up to its purpose of improving peoples’ lives and make the world run better — not only at SAP but even beyond by investing in climate protection and environmental health.

Overall

The key findings and lessons learned to successfully get employees moving are described in the following paragraphs.

Emphasize the Purpose

One key finding certainly was the great effect of including incentives in the program set-up. Various forms of incentives were considered in the Run Your Way program design: For example, the donation to charity connected to the challenges motivated many employees to get active for the good cause and contribute to a higher purpose while fostering their own health. Also, the challenges created a great team experience of working toward a goal together. The social exchange and interactive program format based on the multiplier principle proved to be a motivating aspect to many colleagues.

The variety of activity challenges and individual success stories all over the world was a motivation booster for many colleagues to get actively involved in challenges.

Connect the Global Scale with Local Offerings to Include Everybody

For a global player such as SAP, it is essential to offer programs such as Run Your Way to give employees the feeling of fairness and involvement. Still, for a program focusing on the health and well-being it is important to be close to the people, understand their needs and to motivate and support them accordingly. As a result, the connection of the global program scale with local offerings proved to be a perfect match. The global scale created the general awareness for the program and showed employees that they as individuals can contribute to a worldwide campaign. On the other hand, the diverse local challenges and campaigns offered them a personal added value and the opportunity to be part of a great team experience or simply put more focus on their own health and fitness.

Low-Threshold, Inclusive Access and Easy Processes

The user feedback and more than 11,500 employees actively involved in the program show that the low-threshold access and easy sign-up process with detailed instructions on the Fit@SAP platform were a good approach to reach so many employees. The continuous user-focused development process results in easy-to-understand, intuitive processes and tools that mitigate the reservations employees regarding a new unknown service or new technology. The accessibility and usability are continuously monitored and improved in collaboration with colleagues from IT to ensure a constantly high acceptance of the program in the future. The inclusive nature of the program, that explicitly invited colleagues with physical challenges, was in line with SAP's Diversity and Inclusion mindset.

Cooperation Across Teams and Organizations and Including Executives

As mentioned above, the ongoing improvements and further developments on the Fit@SAP program are on key factor for the success of Run Your Way. The ongoing dialogue and collaboration with relevant teams such as IT or sustainability is vital to stay at the top of new technical developments and implement new features on the platform to ensure excellent service and a positive user experience, and inspire the generation of digital natives. The integration of executives as supporters and role models is decisive: Sharing step data and experiences during a challenge timeframe or helping with a rollout email to get awareness are two aspects how executives from different board areas are helping to drive the idea of increased physical activity using Fit@SAP.

Future Outlook

All in all, the Run Your Way program has already impacted many SAP employees on their way to a healthy and balanced life. For the future, the focus will be to continue and grow this global movement for a healthier workplace, to further improve and take the

opportunity to improve people's lives inside and outside SAP. For example, there are the new customers interested in the program and a big German company already tested a pilot version in 2018. Furthermore, it will be a core focus to always keep the user at the center and deliver a solution that showcases SAP technology and innovations. To realize this goal, there are ongoing projects to integrate new technologies and innovative visions:

- **Machine Learning Methods** will be integrated into the platform to evaluate data in the future. With these methods it will be possible to identify correlations between activity challenges and health-related events and external factors (i.e., weather). The overall goal is to use predictive analytics to optimize the general program management like campaign planning or to reacting quickly to upcoming changes like weather conditions and organizational changes.
- **“Workplace of the Future”** at SAP describes a whole new mindset regarding work and workplace. The goal is to use the Run Your Way program on Fit@SAP for initiatives and projects in “Workplace of the Future” concepts, especially gamification elements such as the activity challenges. One example is a pilot currently running at the SAP headquarters in Walldorf, Germany. In one of the new buildings a health showcase with so-called “Productive Areas” is implemented in close collaboration with facility and IT to foster activity and team spirit at work. On April 10, 2019, the showcase was presented to members of the SAP Executive Board and Supervisory Board in an official opening event. The “Run Your Way on Fit@SAP” program was highlighted to show how technology can improve people's lives and to outline how colleagues can be supported in their direct office environment to be more active (i.e., with desk bikes and treadmills).

Figure 13: Photos from 'Workplace of the Future' Pilot in Walldorf, Germany



Source: SAP SE

- Dashboard/Data Screens:** For the showcase, two desk bikes were connected via sensors with the SAP Cloud Platform showing real-time data on the screens. These gamification elements show cumulated data such as how many kilometers were made on each bike to foster physical activity and team spirit at work. Besides, they are an innovative way to guide users to Run Your Way by promoting the program with motivating messages shown on the screens (i.e., “Want to be even more active? Then sign up to Fit@SAP and get active together”).
- Integrate Other Activities:** The future vision is to involve other activities into Run Your Way challenges (i.e., biking) and integrate biking at work instead of only biking to work.
- Measurement of benefits:** Currently, a research project with local universities is in discussion. The project goal is to monitor and evaluate the impact of Run Your Way on improved employee's health and to derive the ROI.

All in all, globalization and digitalization (VUCA world) hold challenges, as well as many chances — for private and business life.

In the field of health care management, digital tools and services will continue to become increasingly relevant to serve employees' needs and keep them happy and balanced and thus, motivated and engaged. Apps fostering healthy habits and behavior, such as Run

Your Way, will be integrated into other human resources tools. These intelligent tools of the future will be able to analyze the complex interaction of influencing factors that are the base for strategic decisions in a worthwhile work environment.

Studies have indicated that companies with a corporate health management program perform better and have lower costs than others. A study conducted by McKinsey, for example, found that the shareholders of companies with good health and well-being management (HWB) programs enjoy rates of return three times higher than those of organizations with less sophisticated HWB efforts (or none at all). Meanwhile, a Gallup study attributes 61% lower health-related costs to employees who feel comfortable at work compared to those who don't.

Besides all economics and technology, one thing must not be forgotten: the most relevant and decisive salutogenetic factor is and remains the person him- or herself: How employees feel, which mindset and attitudes they bring to work, how they are treated at work, their leaders and colleagues. So even in times of digitalization, health management always will have the consumer, the employee, the human being, at its very heart.

About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Inspiring a Better Workplace Experience

Our mission: Empower excellence in organizations around the world through our research and tools every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

RESEARCH ACCESS & EVENTS

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- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
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- Annual HCM Conference

ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

BENCHMARKING

- Competitive/Comparative
- Maturity Model
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STRATEGY

- Business Case
- Planning
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- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at success@brandonhall.com.