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CORPORATE WELLNESS PROGRAMS UTILIZING INTERNAL DIGITAL MARKETING COMMUNICATIONS

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ABSTRACT

A common problem with occupational wellness programs is that participating employees are already active and healthy. The programs do not reach the target groups needing it the most, reducing the effectiveness of the programs. Through various measures, such as investing in digital marketing communications, it may be possible to increase the participation. The commissioning party of the thesis is Saimaa Stadiumi, a wellbeing campus located in St. Michel. As a service provider they offer corporate wellness programs, as well as expertise in the field. The goal of this thesis was to find the associations between effective internal digital marketing communications and participation in corporate wellness programs.

The subject hasn't been studied broadly; hence, it is relevant and valuable to study. It required empirical qualitative research to uncover professionals' experiences and knowledge of the phenomenon. Structured and thematic interviews were used to collect data. Seven respondents participated in either one or both interviews. An inductive approach was used to analyse the collected data. Based on the analysis and synthesis of the results, discussion and conclusions were drawn, and reflected to the theoretical framework.

The findings derived from three research questions. The first finding was that currently internal digital marketing communications tools used to enhance corporate wellness programs was a scattered picture. Secondly, there were more challenges than solutions when it comes to internal digital marketing communications used to promote the programs. In addition, unpredicted outcomes emerged when it highlighted the importance and irreplaceability of face-to-face communications. The third discovery was that the process of establishing of the programs was complex, and the roles and responsibilities varied based on the phase of implementation. This thesis outlined steps to improve the internal digital communication efforts used to promote the program participation. A further research proposal would be "Can hybrid ways of working enhance occupational wellbeing?" Additionally, a second study will be needed to establish the corporate wellness program process and to further develop the process flow diagram constructed in this thesis.

Keywords: Internal digital marketing communications, corporate wellness programs, digital communication tools, employee wellness

CONTENTS

1   INTRODUCTION

In a recent research project "How is the Finland wellbeing?" Department of Occupational Health (2020) published research data how corporate wellness had progressed from the end of 2019 until 2020. The trend found is that burnouts have been growing and 34% of working adults are having fewer breaks from their work. (Department of Occupational Health, n.d.) According to Statistics Finland about 82% of working people have sought information about illness, nutrition, or health in the past 3 months in Finland. (Tilastokeskus, 2020) Corporate wellness programs are an efficient way of affecting employees' health and wellbeing, and the role of Wellbeing Managers is to make sure the program recruitment is done in best possible way.

Previously the research of corporate wellness programs is focused on the economic impact, effects on absenteeism, impact on employee productivity and data collection. In recent study about wellness program participation, Szrek et al. (2019, 1) states that "with better communication, companies could raise participation in corporate wellness programs". The study also shows that improvement on employer to employee communication correlates to better employee engagement. It also suggests further studies to explore the effective strategies for better employee participation in wellness programs using internal digital marketing communications efforts for example. (Szrek et al. 2019, 6-7.)

As the previous researchers suggested, the correlation between better communication and participation in corporate wellness programs should be studied further. The aim of this research is to find the central digital marketing communications elements for optimizing the wellness providers programs when utilized in corporations. The objective of this optimization is that the recruiting process and the motivation of the individuals is done in a correct manner at the right time, in appropriate channels and resulting in a better conversion rate.

The commissioning party of this thesis is Saimaa Stadiumi located in St. Michel. They offer "the information and services for the most effective wellbeing services"

(Saimaa Stadiumi, n.d.). Depending on the set up the service provider could take part in the recruitment process in case the company requests for it or doesn't have internal resources to allocate. The thesis will participate to the equation from the internal digital marketing communications perspective creating findings for most effective ways to utilize them in the recruitment process for corporate wellness programs.

To reach the research objectives, the following research questions (RQs) are presented:

RQ1: **What internal digital marketing communications tools are used to promote corporate wellness programs?**

RQ2: **What are the challenges in terms of internal digital marketing communications efforts used to promote the corporate wellness programs?**

RQ3: **How are corporate wellness programs established typically and what is the service provider's role in them?**

This research focuses on the internal digital marketing communications. As the research questions are open-ended about the tools used, the channels are not predefined. These could include social media channels or internal channels such as intranet or Workplace. Hence, the theoretical framework will introduce the generally used ones. The main research methods are qualitative structured interviews and thematic interviews, as the answers for these research questions need to be addressed by the experts in the field of corporate wellness or HR. The respondents will be carefully selected to include persons with experience in their field. The experts are from the following positions: two wellness program providers, a wellness program buyer, a marketing communication expert, and a HR professional. It is also considered possible that the HR professional is also the wellness program buyer.

2   INTERNAL DIGITAL MARKETING COMMUNICATIONS

When considering the commission party's business, the internal digital marketing theory can be beneficial to understand as it is quick and cost-effective way to promote a service or a program internally. When scaling wellness programs to larger corporations it is crucial to automatize as many processes as possible to save time and money, but also to save resources for other tasks which cannot be done automatically.

This theory part will go in to deeper what are the internal digital marketing communications objectives, channels, and media elements. Addition to that it will explore internal communications and measuring the effectiveness of internal digital marketing communications including the conversion rate. The final subchapter is about the obstacles and enables of effective internal digital marketing communications.

2.1   Objectives of internal digital marketing communications

Digital media and technology are no longer new, these were invented more than 25 years ago. Enormous development in marketing technology and digital media have provided fresh ways to communicate with the customers in diverse points of in their lifecycle. Around the world more than 3 billion people frequently use online services to search entertainment, services and new or existing friends. The consumer behaviour and the way the companies are marketing these days have been changed immensely. (Chaffey 2019, 5.) In the future the digital communication diversifies, deepens and the meaning of it will grow even more (Juholin 2006, 273). Digital marketing expert Rowley (2006, 119) states that the purpose of marketing communications is together with the product offering communicate with the customer and to persuade the value of the service. There are many stages in the customer communication process and marketing communication is only one of them. In the entire process it is crucial to listen and learn. The communication design must be such that the response from the

previous communications is known, and the marketer will be able to evaluate the impact.

Figure 1 presents the process in a simple way. Market research is where consumer requirements are searched to elicit information for the producer. (Rowley 2006, 119) When thinking about the commissioning party's services, they must be modified to meet the need of the company or customer and that is why it is crucial to understand the market research cycle.
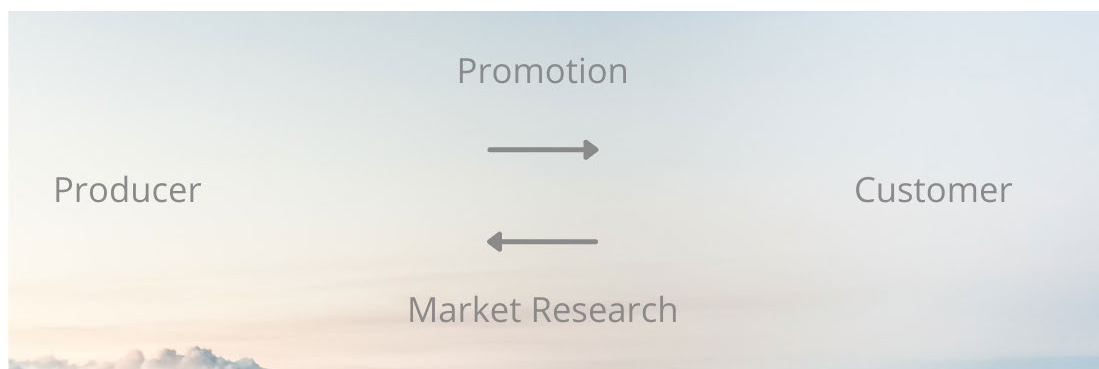

Figure 1. Information marketing (Rowley 2006, 120)

The objectives of the internal digital marketing communications are important to be determined. One of the well-known one is AIDA model, which comes from words: attention, interest, desire, and action. Drawing attention, cultivating interest, stimulating desire, and provoking action is what the four elements in the method includes. (Rowley 2006, 126-127.) As wellness program audience can be from all phases of life and the existing knowledge and experience can vary. The understanding of communication steps can help marketeer to target the suitable content to the right audience in wellness programs recruitment process. Another model used by Chaffey (2019, 26-27) in the digital sphere is the RACE-model: Reach, Act, Convert, and Engage is a four-step strategy for engaging fans, customers, and prospects. Reach is about driving traffic to social media and web presences. Act means the engagement with the brand on their online presences such as website or others encouraging communication with the corporation or other clients. It's also about having the permission to communicate via SMS, email, or mobile apps. (Chaffey 2019, 26-27.)

Thomas (2020, 36; 43) states that marketing was also extended to healthcare. This healthcare marketing aims to educate people about health concerns and what kind of services are available. In Finland 82% of working adults are seeking health information and the age group seeking the information most is 35-44 years old (Statistics Finland, 2020). Thomas (2020, 36; 43) also asserts that the communications can be focused on exchanging information, ideas, attitudes, and beliefs; initiating actions; advancing understanding; establishing and maintaining relations or making needs and requirements known.

2.2   Channels of internal digital marketing communications

As the digital technology has advanced, we now have a plethora of choices that not only change when and how we communicate, but also fundamentally transform the way we relate to others and how power is distributed within groups (Young & Hinesly, 2014). The digital marketing communications channels can be divided into non-personal and personal channels. The personal one consists of three channels, which are advocate, expert, and social channels (Rowley 2006, 128.) To keep the internal communication clear and open, it is good to agree beforehand on practices when different subjects are handled and in which forum. Additionally, the responsibilities need always to be clear. The biggest responsibility is with the supervisor or team leader, but not to forget that everyone is responsible for communicating important information forward and to look for it. (Juholin 2006, 257.) From the commissioning party's perspective, the channel decision is important as it can determine the reach of the audience in the workplace. All companies may not have the same ways of communicating and the understanding of the appropriate channels will be needed.

Social media

Mobile devices and powerful smartphones have created a wealth of social media applications (Yadav 2015, 335). Today customers are actively communicating in all social media channels such as Twitter, Facebook, Instagram, and YouTube. For marketers it is crucially important to be where the customers are (Mishra

2020, 2). Other popular channels are LinkedIn, Messenger, WhatsApp, and Snapchat (Komulainen 2018, 233). In the future marketing professionals should also consider platforms such as Twitch, Discord, TikTok, Caffein and Instagram Reels (Bump, n.d.). Table 1 presents the most followed channels in Finland by the age group. The usage of the services hasn't been growing during the pandemic only because of the social interactions, but also because of entertainment and information seeking purposes. The most followed channels are Facebook, WhatsApp, and Instagram (Kohvakka & Saarenmaa 2021).

Table 1. Followed community services 2020, as a percentage of the population (Tilastokeskus 2020)

		Men	Women	Age group						
				16-24	25-34	35-44	45-54	55-64	65-74	75-89
	%	%	%	%	%	%	%	%	%	%
Facebook	58	53	63	67	81	76	66	52	42	13
WhatsApp	50	46	53	78	72	58	56	44	27	6
Instagram	39	33	45	80	65	50	40	24	12	2
Snapchat	14	13	16	71	26	5	6	2	0	0
Twitter	13	16	11	27	20	18	14	10	4	1
LinkedIn	13	15	11	8	25	21	20	10	3	1

Social media allows companies to develop new products or services, launch campaigns, and receive customer feedback (Komulainen 2018, 116). Social marketing is not only advertising, but everything related to social visibility. The organic visibility of Facebook has diminished over the past few years, so companies are forced to use increasingly more paid advertising in Facebook. (Virtanen 2020, 12.) The use of social media by organizations is increasingly recognized as a powerful source of cohesion, efficiency, and collaboration. These emerging trends are likely to continue for the foreseeable future, since they enable employees to work faster, better, and communicate more effectively. (Young & Hinesly, 2014.) Listening in the social media channels of a workplace will create insight of the workers' interest and might create a better

understanding of what usually attracts their attention. For the commissioning party it is good to view the employees of the company's as internal clients and the social media listening can reveal valuable insights. Some sorts of A/B testing might be useful when making any kind of digital marketing communications material, meaning making two versions to compare which resonates the most with the audience.

E-mail, newsletter, and mobile messaging

Even though sending emails might seem old-fashioned, sending personalized messages straight to your customers' inboxes is extremely effective. (Komulainen 2018, 193.) Internal marketing communications by email or mobile messaging need to be considered in both outbound and inbound. Inbound marketing occurs when an employee contacts the company via email or mobile device, outbound when the company is contacting the employee. (Chaffey 2019, 439.)

Email marketing is affordable, and it can be integrated into diverse marketing automation processes. Along with the email, text messages could be integrated into them too. Companies should have a separate email program to reach a wider audience. (Komulainen 2018, 193;208.) ESP, short from email service providers is a popular web-based method to make email marketing automated (Chaffey 2019, 442). One of the well-known service providers, is Mailchimp with the service one can create and send emails as well as measure the success of them. Komulainen (2018, 193) states that the effectiveness of email marketing has been discovered by multiple advertisers and therefore, it is not easy to engage employees to the company's email marketing. Three key metrics can be used to measure the success of email marketing: open rate, delivery rate, and click rate, delivery rate indicates how many people have received it open rate how many have opened the email, and click rate indicates a specific call to action button usage in the email. (Chaffey 2019, 442) When considering this from the corporate wellness program providers' perspective, it would be good to have

automated individualized messages which end up in the spam mail because of the company's safety measures.

Ten rules of effective email marketing are the following:
1. Social media – and email marketing are complementing each other
2. Make ordering newsletter easy
3. Tell the subscriber what they can expect
4. Send a welcome message
5. Design newsletter according to your brand
6. Fast-paced email is the best
7. Individualize the content
8. Publication calendar supports the design process
9. Remember the receiver often uses mobile device
10. Don't produce spam email. (Komulainen 2018, 196.)

Marketing text messages can help to increase the sales faster if precisely targeted to the right segment as the customers open text messages more likely than emails (Komulainen 2018, 204). However, on mobile devices, text messages can be intrusive, and for that reason mobile apps are an even better interaction platform. For smartphone users, especially those who use their smartphones extensively, push notifications can be more engaging than emails. (Chaffey 2019, 444.) Additionally, Komulainen adds (2018, 205) mobile-friendly images and videos can make campaign pages more compelling. The landing pages should look the same on your mobile device and on your computer. Considering the commissioning party's business, it would be beneficial having responsive pages for both, mobile and desktop.

eWOM

One of an earned channels is called "eWOM", which means electronic word-of-mouth. It is related to the original word-of-mouth which is done offline. Over the internet it can be spread with strangers, but usually it is communication between acquaintances and friends. When the communication take place online it is the electronic WOM and the effectiveness of this type of marketing communications is one of the greatest ones. (Waite et al 2018, 13-14.) PhD Rowley states (2006, 128) that eWOM can be powerful as the comments are recorded for everyone to

view, whether they are good or bad. Social media and blogs are great platforms for the digital media practitioner to engage in eWOM conversations with the target audience (Chaffey 2019, 48). 80 percent of consumers purchase services are based on recommendations from their friend. (Komulainen 2018, 228). Hence, the recommendations of products and services by friends are more appealing than paid advertisements, and drive customers to actions and to purchase effectively. This can be linked to the commissioning party's business as co-workers are recommending the wellness programs to each other, and this is one way to spread the information and motivation to participate.

Digital marketing communications media elements

There are several digital media elements: text, voice, image, graphics, animation, video, database search, and online interaction. Another digital communication element is the multimedia, also known as media integration. This means that several media elements are tied together to create an ensemble expressing the content creatively and effectively. (Juholin 2006, 257.)

Videos are one of the most used elements on social media. There has been estimates that 80-90% of the online content will be in a video format in the near future. Interactivity, live videos, linking videos into the purchasing funnel, and 360-degree videos are the most important developments in the future. Animations are also one form of video content. (Komulainen 2018, 324-325.)

Emojis are digital facial expressions. Currently messaging apps offer them to replace the facial expression that are made during face-to-face communication. (Erle et al. 2021, 1.) Emojis can boost the attention of the content and can increase the likelihood of individual opening the content (Komulainen 2018, 273).

GIFs are a good example of rich media, they can also be called animated banner advertisements, which include many images displayed in sequence looking almost like a video format. Often GIFs have a theme which builds up and will

have call-to-action in the end. (Chaffey 2019, 504.) App called Giphy can help to film and download GIF formats to Facebook and Twitter (Komulainen 2018, 339).

2.3 Internal communications

A company's internal communication is the flow of information and interaction within the organization (Joki 2021, 163). The internal communications scales from one user to tens of thousands of users communicating, which has a clear structure and goals (Juholin 2006, 265). Internal communication is used to share information, build clear company images, communicate to staff the causes and consequences of various measures and changes, and to engage with them. The HR specialist coordinates the channels and needs for internal communication. However, it needs to be emphasized that each employee is also responsible for the internal communication and the information flow. (Joki 2021, 163.) From the commissioning party's perspective it is important to understand the common internal communication channels and employee engagement via internal communication. The channels and engagement level can vary from company to company.

Internal communications channels

Depending on the communication situation, different communication channels are utilized, either one at a time or several if necessary. There are numerous channels of internal communication, but there is no substitute for a discussion between supervisors and their subordinates. (Joki 2021, 168.)

According to Jouanly & Marting (2020), the most common internal channels used in companies are
- emails
- project management tools
- employee newsletters and survey solutions
- private messaging software
- document sharing software
- video conference software
- internal podcasts and company blogs

- employee feedback software
- internal social media.

Intranet is a company network environment, which is only meant for employees' use. The intranet can contain any information, tools or areas of cooperation related to the business. If the intranet is built correctly and it is user-friendly, it will revolutionize the company's internal communication structures. The network is a straight road from person to person or subject in any situation. Many times the bottleneck of the internal communication lies in too hierarchical technical systems, which prevent the information providers to release any information without additional resources. (Juholin 2006, 265-266.) From the corporate wellness program perspective this might be problematic as they can face issues to release the program information in companies' intranets.

Employee engagement via internal communications

There is a growing emphasis on internal communications and the development of communication technologies has changed the perception of the traditional idea of communications (Juholin 2006, 140). Like occupational health investments, the investments in internal communication could lead to good results. Various studies provide evidence that there is a link between communication and business success. A study made by the International Association of Business Communicators (IABC), proves that a formal communication strategy is adapted by high performing companies. The study showed that these organization goals are understood by 72% of all employees. Adding to that, Watson Wyatt have stated that the organizations in which the goals are understood by the employees are having 29% better shareholder return. (Wright 2009, 31-32.)

Since print communication is costly and face-two-face communication is time consuming, companies are embracing online tools to communicate with employees. Via web interface or e-mail nearly everything could be communicated. Intranet includes them both, but also adding the network news and file transfers for any format. All communication cannot be dependent on the

intranet, even though it's a great tool. When choosing to communicate only via intranet implies that the company have been abandoned strategic planning in communication. (Holtz 2003, 96.)

There can be many "unconnected" employees in organizations. The development of innovative and engaging ways to reach them is a whole new challenge. The "unconnected" are the ones who might not have the same ability to reach information resources as the other employees, mainly because of training, education, or access. (Wright 2009, 73-74.) A company transforming to new digital communications culture requires that they will consciously develop and train for this new readiness (Juholin 2006, 257). With the spread of workplaces and globalization, employees can't be considered a mass. The comprehensibility and delivery of communication requires more of a group and regional approach. (Juholin 2006, 257.) One example is self-service HR, increasing the opportunity to communicate with people. To help the occupation wellness program provider the HR services could include a wellness program section. It could help to map out the interest to attend or collect feedback from the existing one.

Companies need to rethink the engagement with the millennials as employees. The same ways are not working for them, which might have worked for the older generations. The millennials feel discomfort with too many rules, and they mostly accept authority from the ones who are an example. They also always want to hear the reason behind the action they were asked to do. (Sengupta 2017, 146-147.) Sengupta (2017, 191) conducted a survey to understand the millennials' intimacy with the mobile apps. This was showing the top five apps used daily. Table 2 shows these top five apps used by them daily.

Table 2. Millennial Mobile App Survey (Sengupta 2017)

Top Five Apps: Used Daily		
Rank	Mobile App	%
1	WhatsApp	89
2	Facebook	50
3	Instagram	31

| 4 | YouTube | 24 |
| 5 | Gmail | 10 |

According to Sengupta (2017), all the 750 respondents used mobile apps and smartphones. WhatsApp was the top app, YouTube and Facebook were also highly favorable apps. This survey gives evidence that companies need to ensure that the methods and tools selected will support and not suppress internal communications. The well thought out tools combined into enhanced marketing of the tools are keys to success (Juholin 2006, 266). As the mobile devices are common tools to communicate with today, the commissioning party should recognize the opportunity to focus the communication on mobile channels or tools which are mobile friendly.

2.4 Measuring the effectiveness of internal digital marketing communications

If you like to manage it, you should measure it (Peccoud 2014). Internal digital marketing communication can be measured with similar metrics as any other customer related process, and this chapter will introduce common ways to measure the effectiveness of digital marketing communications. Digital marketing campaigns are regularly assessed in two outcomes: the communication with the client in the communication channel or through the end result when purchasing the product or the service (Bashirzadeh et al. 2021). The following metrics can be used to assess marketing effectiveness: consumer behavior, engagement, customer exit, sharing, lead generation, production, and cost (Komulainen 2018, 356).

Measuring needs to be continuous, proportionate, unambiguous, and comprehensible. These measures should not only include the users in the channel, but also which users have visited, how they have behaved and for how long they have stayed, and if they have returned to the channel. (Juholin 2006, 256.) Figure 2 illustrates four stages of the performance measurement process:

goal setting, performance measurement, performance diagnosis, and corrective action (Chaffey 2019, 465).

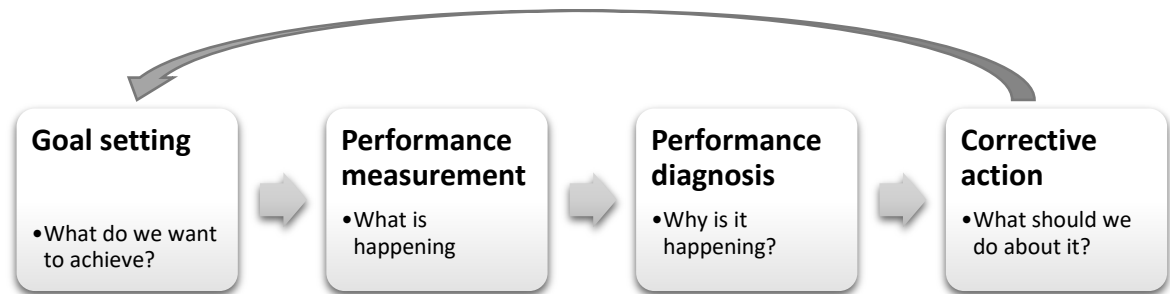| Goal setting	Performance measurement	Performance diagnosis	Corrective action
•What do we want to achieve?	•What is happening	•Why is it happening?	•What should we do about it?

Figure 2. A summary of the performance measurement process (Chaffey 2019, 466)

It is essential for any business to manage its performance in order to improve the results (Chaffey 2019, 464). The success cycle is created from well-planned long-term activities (Juholin 2006, 256). Chaffey (2019, 464) suggests that a good place to begin is to analyze the current process and the obstacles in the organization, preventing the development process. From the commissioning party's point of view, the recruitment process should be analyzed to recognize the obstacles in internal digital marketing communications. As the digital channels are evolving and progressing, this measurement process should be repeated in cycles as one should not blindly trust the old ways of working.

Conversion rate

A conversion rate takes into account the individuals who register or buy the service and compares this to those who see the advertisement or visit the website (Chaffey 2019, 508). In the conversion process, the goal is to change anonymous persons into potential customers (also often referred to as leads) or fans. An easy way to define conversion rate is the ratio of conversions over traffic. (Rabhan 2013, 6.)

Digital marketing theories and practices use several acronyms. Hence, this thesis will display some, it will also briefly explain the meaning of them. CRO stands for

"conversion rate optimization". CRO combines competitor and customer research with using web analytics to evaluate customer behaviour by using A/B and multivariate testing. A/B testing means that two versions are being tested, but multivariate testing goes steps further: testing various combinations of different elements. (Chaffey 2019, 508.) Conversion rate optimization aims to generate more conversions and more revenues (Rabhan 2013, 8). Conversion marketing is when marketing communication tools are used to exploit the conversion rate and get potential clients to become actual customers (Chaffey 2019, 508). Rabhan (2013, 211) states that focusing on your target audience and building marketing around them is the key to success.

2.5 Obstacles and enablers to effective internal digital marketing communications

The process of internal marketing communications can fail for several reasons. Selective attention, distortion and recall by the receiver might have an effect on the process. (Thomas 2020, 44.) In a recently published study by Dhawan (2021), 70% of nearly 2000 office workers experienced unclear digital communications in their workplaces, which leads to 4 hours per week wasted in confusing or poor digital communications (Dhawan 2021). When the communication doesn't have a structural narrative base, the expression transforms into fireworks or incomprehensible media shred (Juholin 2006, 260).

The best communication outcome can be achieved if the structure is well-planned, diverse opportunities are taken in the information content, and interactivity is enabled by intuitively based web design. This way knowledge, situations and experiences are combined in the communication which can have a positively strong emotional charge. (Juholin 2006, 260.) The attributes which communication expert Thomas (2020) is stating is that it need to contain value for the receiver via being relevant, meaningful, and transparent. It must have emotional stimulation by being relevant in the everyday life of the receiver. In addition, the communications should be entertaining and interesting. (Thomas 2020, 44.) Falling into the passing trends can be avoided with lengthy 3–5-year

strategy cycles in internal digital marketing communications. The comprehensive processes in organizations take time to materialize, internalize and turn into good practices. In strategic leadership digital communications is long-term work. (Juholin 2006, 254.) This process contains gathering, learning, and utilizing new technologies, and complying with legalities, like EU General Data Protection Regulation, 2016/679. GDPR came into force in all the EU countries in 2018. (Office of the Data Protection Ombudsman, n.d.)

Internal digital marketing can benefit from many new and developing technologies. For example, in the past few years, artificial intelligence investments have tripled. In the future artificial intelligence positions companies to create better customer experiences. Among many industries that benefit from the artificial intelligence is marketing. With the development of AI, we can make use of it in new and creative ways for marketing in real-time, proactivity, and development of customer experiences. (Komulainen 2018, 297;299;304.)

3   CORPORATE WELLNESS PROGRAMS

In the society level it is in everyone's mutual interest if the wellness of employees of businesses is promoted. The programs are highly successful, but a lot of work needs to reach the audience. Good worker health is correlated to productivity and the business competitiveness, which will lead to the development of the economics and prosperity, which has a positive effect on the social wellbeing and health within a country.

This theory part will explore and display the corporate wellness programs and their typical features. To understand the business issue as a whole, it is also crucial to make the theoretical framework about corporate wellness programs. The commissioning party is a kind of pioneer in this field and that's why the author must create further understanding of business in their field. Chapters will go through the key concepts of wellness, types of programs and services there are available, benefits of the programs, the systematic development of wellbeing, and finally the future of occupational wellbeing.

3.1   Key concepts of wellness

Today occupational wellness has been researched for over 100 years. In the recent years, there has been a shift from developing work ability to developing wellness at work and emphasizing positive resources. (Manka & Manka 2016, 64.) The ability to work is the starting point for wellbeing at work. It is the balance between human resources and job requirements. Human resources consist of health, functional capacity, education, skills, values, and attitudes. The work covers both the work community and the work environment, as well as the content of the work tasks itself, the requirements, and the organization of it. Changes in health and functional capacity can influence the ability to work and health issues can create a threat to the ability to work. Enhancing functional capacity and health can also lead to further development of work capacity. The key for the ability to work is primarily a correct balance between work and human resources. (Kauhanen 2016, 24-25.) According to Terveystalo (2021) the foundation of occupational wellness is that employees can make their work well in physically and psychologically safe environment.

Adding to the statement by Terveystalo, the corporate wellness means healthy, safe, and productive work that professional employees and work communities are making in a well derived organization. Employees and work communities do feel their work to be pleasant and rewarding, also it supports their lifestyle. (THL, n.d.) Rewarding work can consist of both intangible and tangible rewards. Social rewards such as acknowledgment and appreciation have a bigger share than monetary rewards. Even though oneself enjoys their work it is important to detach from work on free time to make sure it is sustainable. In addition, the younger generation values their free time. The compensation must cover stress free life and activities out of work. (Manka & Manka 2016, 13; 178; 182.)

Figure 3 below (Hart, 2001) presents the dynamic interactions of the organizational health framework in the system of variable characteristics such as several individual and company ones. Occupational wellbeing shouldn't be

concerned by itself, rather the outcome in the company performance that it is affecting. You can't have an efficient company which is paid with the employees' wellbeing. Likewise, there is no point having satisfied and happy employees, unless they are performing productively and in an efficient way. (Cotton, 2013. pp. 118-119.)
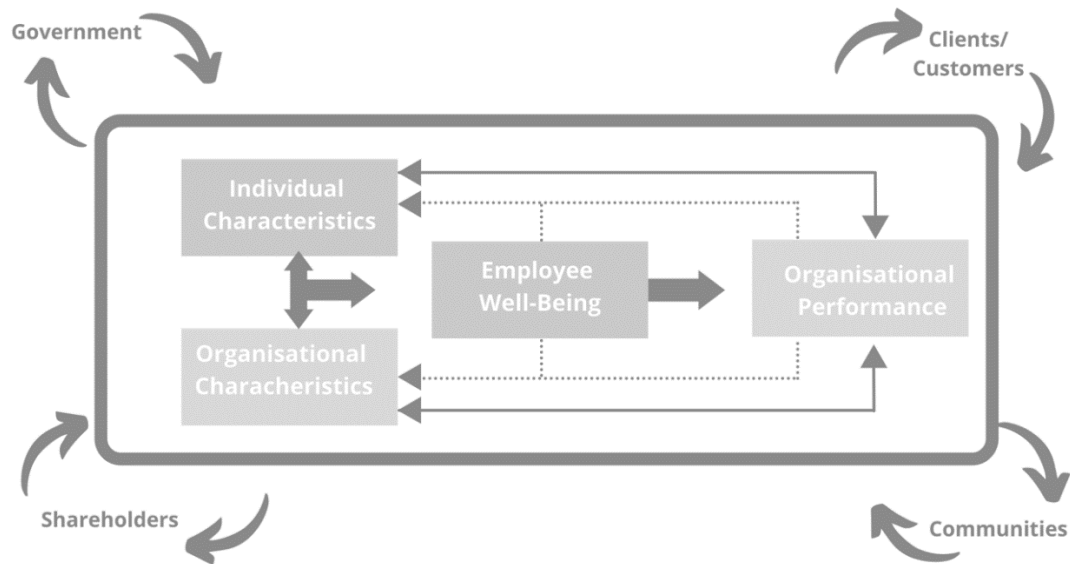

Figure 3. A heuristic model of organizational health. (Hart, 2001)

The responsibility lies on both employees and employers. They manage and develop the corporate wellness together. The development in the workplace takes place in co-operation of the managers, supervisors, and employees. (THL, n.d.) It is best for the entire team to contribute to the development of well-being at work (Manka & Manka 2016, 10.) Occupational health is a sum of several different factors, but it is mainly created in the everyday work. Occupational health cannot be achieved with individual events which are completely separated from the work, but it must be long-term and cross-sectional. It can target for example the work environment or community, work processes, employees, or the management. (THL, n.d.)

McKinsey & Company defines wellness in 6 different dimensions as demonstrated in Figure 4. As the views are constantly developing, the importance to understand the market in the consumer perspective is high as these are the

categories that consumers are most interested in. All categories were considered across countries, but the most important dimension of wellness is the better health. (McKinsey & Company 2021.)

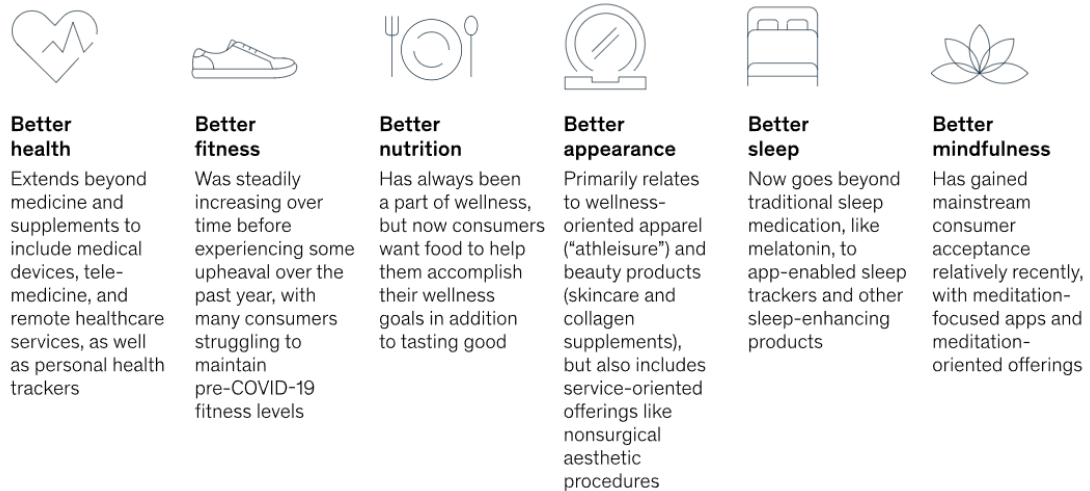| Better health	Better fitness	Better nutrition	Better appearance	Better sleep	Better mindfulness
Extends beyond medicine and supplements to include medical devices, tele-medicine, and remote healthcare services, as well as personal health trackers	Was steadily increasing over time before experiencing some upheaval over the past year, with many consumers struggling to maintain pre-COVID-19 fitness levels	Has always been a part of wellness, but now consumers want food to help them accomplish their wellness goals in addition to tasting good	Primarily relates to wellness-oriented apparel ("athleisure") and beauty products (skincare and collagen supplements), but also includes service-oriented offerings like nonsurgical aesthetic procedures	Now goes beyond traditional sleep medication, like melatonin, to app-enabled sleep trackers and other sleep-enhancing products	Has gained mainstream consumer acceptance relatively recently, with meditation-focused apps and meditation-oriented offerings

Figure 4. Today's consumer views wellness across six dimensions. (McKinsey & Company 2021)

Mc Kinsey (2021) states that the market of global wellness is growing, and consumers are planning to spend more on nutrition, mindfulness, and brain enhancers for example. According to Global Wellness Institute, in 2018 the global wellness economy was valued 4.5 trillion US dollars, which is 3.96 trillion euros. The industry is 5.3 % of the whole world's economic expenditures. The workplace wellness output was estimated to be 66 billion US dollars in 2022, which is approximately 58.08 billion euros. (Global Wellness Institute, 2018.)

3.2   Types of corporate wellness programs and services

Airisto (2019) states that taking part in occupational wellness program is showing high interest. Three out of five employees would be interested to take part in wellbeing program at their work. (Airisto 2019.) According to the theory, corporate wellness programs are any policy or activity designed to support a healthy work environment that leads to positive outcomes for the organization and its employees (Yadav 2021, 2). There are three levels of interventions: primary, secondary, and tertiary. The first one focuses on reducing, changing, or

eliminating stress factors in the work environment that can cause experienced stress. The secondary level focuses on the employees' individual resources and via increasing one's own resources, resulting them to handle workplace stressors better. The tertiary level is focused on the treatment of physical and emotional problems caused by the experience of excessive stress. The organizational levels of the interventions are commonly primary and secondary level interventions. The interventions in the organizational level may be difficult to conduct as they need significant time, skills, and financial resources. In addition, the researcher requirements would conflict with the organization's requirements. (Biron & Burke 2017, 8-9.)

The Rise (2019) and Yadav (2021) are presenting examples of workplace wellness programs. Rise (2019) also states that the programs should enrich the culture of the company and bring positive effects to the overall wellbeing of the employees. The examples include both outside and inside the office and wellness services and programs:

- **On the spot sport center** which offers different types of fitness activities for the employees
- Healthier transit option: having the **ability to borrow bicycles**
- **Yoga and massage** services for free of charge
- **Healthy snacks** delivered to the office
- **Naps** & **flexible work schedules**.
- **Wellness challenges and adventures** to get people moving together in a fun way (Rise 2019).
- **Help in quitting smoking**
- **Diet counseling and weight management**
- **Employee assistance programs**
- Regular **health check-ups**
- **Wellness newsletters and health fairs** (Yadav 2021, 2).

A study in the United States shows nearly half of employers are offering initiative activities promoting their employees' wellbeing (Rand Health 2013). Still yet only 9 % of the global workforce are participating in corporate wellness programs. (Global Wellness Institute, 2016, 9). 77% of the programs offered for employees are lifestyle management programs. Figure 5 presents what kind of activities the

lifestyle management programs are offering and what are the most common ones. (Rand Health 2013.)
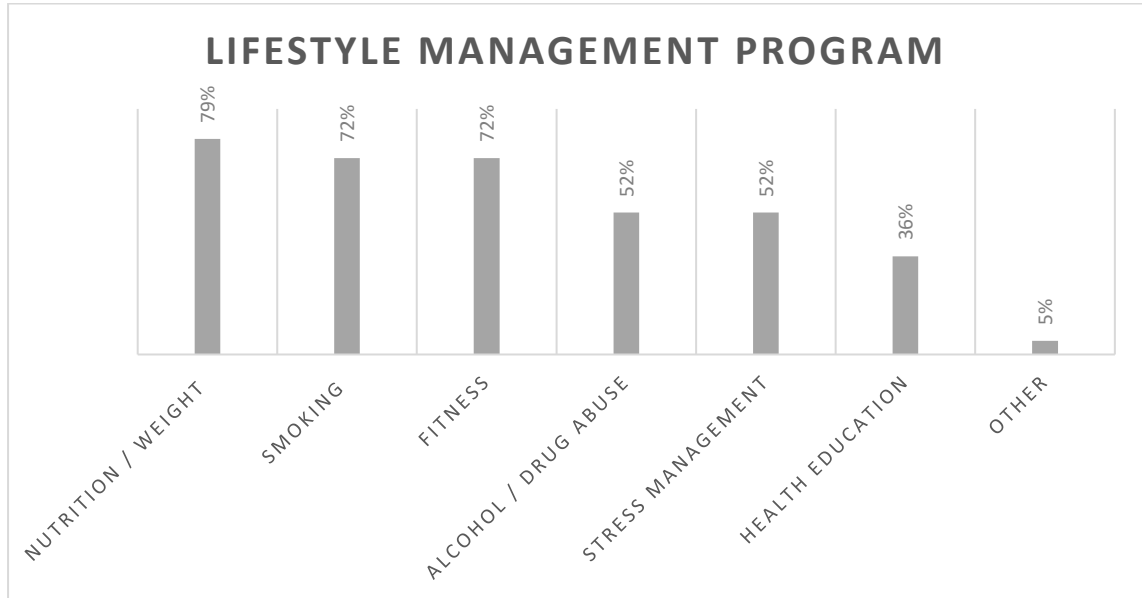

Figure 5. Among Employers Offering a Lifestyle Management Program, Percentage Offering Specific Interventions. (Rand, 2012)

The most dominant form of lifestyle management program is the nutrition and weight intervention activities (Rand Health 2013), since over half of the adults are obese or overweight. (Global Wellness Institute, 2016, 20). The study also showed that the participation in weight control program for one year is associated significantly with positive results in the body mass index reduction. This happened in the first year of participating and two more subsequent years after the first one. (Rand Health 2013.) Terveystalo offers many different wellness services, for example tests, education, survey, support, coaching, and treatment. (Terveystalo 2021.)

Having a successful wellness program needs a few key enablers. One is having effective strategies in the communication, meaning communicating with clear messaging and having comprehensive outreach. The second thing is to have the wellness activities easily accessible and convenient for all employees, as some might have inflexible work schedules. The third one is to have engagement of the leaders at all levels, having the wellness as a priority in the senior management is

a must to shift the culture of the company. Using existing relationships and resources can lead to cut the costs of the wellness programs in the organization. The final one is the evaluation of the situation continuously as there is always room for improvement. One way is to understand the need of their employees by conducting assessments. (Rand Health 2013.) According to a study made by Jyväskylä University (2019), the several years of intervention the employees could reach permanent life changes. The wellbeing projects of companies are usually short; one or two years, but the study states that to reach the whole company the program should be eight years long. (Airisto 2019.)

3.3 Benefits of corporate wellness programs

Loss of productivity and medical expenses are enormous economic burden. Costs of work-related injuries, chronic diseases, illnesses, and stress costs more than 2,2 trillion dollars per year in USA, where the most extensive data is available. (Global Wellness Institute, 2016, 11.) Terveystalo (2021) states that occupational wellness increases motivation and productivity. Study proves that these programs aim to increase employee's motivation, creativity, commitment, and efficiency, but also to prevent and reduce sick leaves. (Terveystalo 2021.)

Wellness programs can make the workplace more comforting and engaging environment for the employees to be in. They can also offer help in maintaining good work-life balance. (Yadav 2021, 2-3.) Work-life balance maintaining would be highly important if want to make the working environment more sustainable for the employees. As we see more younger healthy individuals falling into burnout in early time of their careers. This is the result of not having sustainability in their work-life balance. It can be caused by the bigger free time load, but work environment has a huge effect in the phenomenon. Figure 6 presents the cycle from good worker health to social wellbeing and wealth. (Burton 2010, 48).
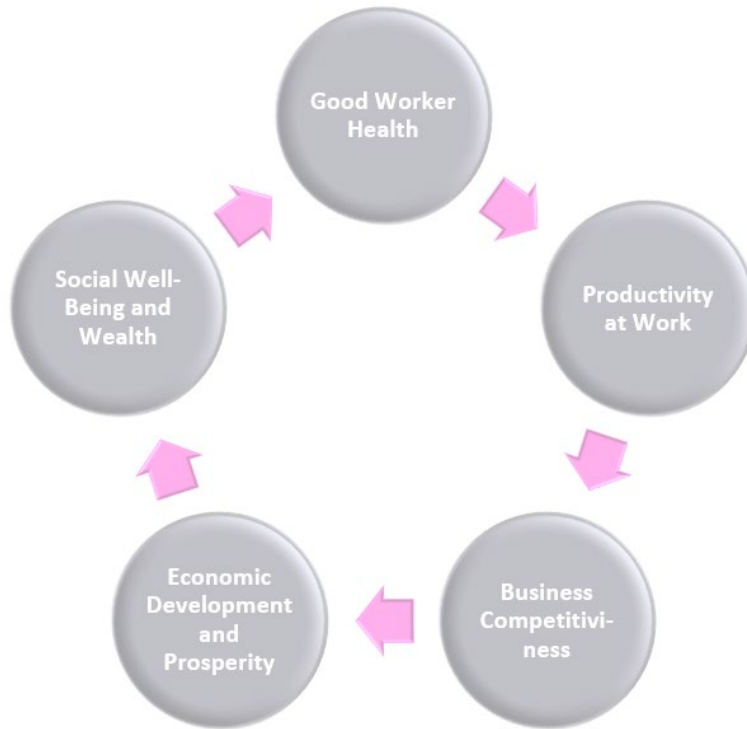
Figure 6. Relationship Between Health and Wealth (Burton 2010, 48.)

Worker health affects positively to productivity and the success of the company, which leads to country's economic prosperity and wealth of the workforce. And the fact in general wealthy person is healthier than poor one is closing the circle as the socioeconomic status is primary determinants of wellbeing. (Burton 2010, 48.)

Occupational health guru Manka (2016) states occupational wellness capital is linked to organization's performance through factors such as productivity, work-wellbeing, continuation of careers, implementing changes and effects in society. Investments made in occupational wellness has been proved to be a good one in both commercial and economical point of view. According to the research occupational wellness has both direct and indirect financial effects on the success of the company. Reduction in the cost section happens through decreasing in sick leaves, work related accidents and early retirements. (Manka & Manka 2016, 56-57.) Occupational health is also an investment, which can affect an organization's competitiveness, financial performance, and reputation.

Well planned investments to the occupational health can have good positive rate of return. (THL, n.d.)

The importance of wellness programs comes from the fact it can reduce the healthcare expenses. Also, when the health problems are decreasing, they can reduce the number of sick leaves the employees are having. (Yadav 2021, 2-3.) The Harvard University have reported in their study that reducing the employee absenteeism by 1,7 days per year can save the company 274 dollars per person (Biron & Burke 2017, 7). Which is in euros approximately 236,30 in total per person per year. Tower Watson (2017) stated that company's which had employee wellness programs had higher revenue per employee with 11% with less disability claims, absenteeism, and lower medical costs. Another positive indicator the companies had was the higher returns for the shareholder by 28%. As the workforce is aging wellness programs are relevant to keep the employees productive and committed. (Biron & Burke 2017, 7.) Research have shown that the health effects of physical activities are undeniable and increase all work efficiency and well-being at work also prolonging the working careers (Kokkinen et al. 2020, 47).

3.4 Systematic development of wellbeing at work

Manka & Manka (2016, 91) states that the earlier the systematic development of wellbeing at work is started, the lower the costs from the issues are, and the greater the tools are for resolving them. The Figure 7 is graphically presenting the continual improvement process of healthy workplace. The process is cyclic which continuously plans, acts, analyses, develops the programs activities. The inner circle are the ongoing circumstances which should be considered in every stage of the process. (Burton 2010, 97.)

Figure 7. WHO model of healthy workplace continual improvement process (Burton 2010,97)

It is good to make occupational wellness plan for the employees for at least one year long. The starting point would be to find out the current state of the wellness of the workforce. Sick leaves, the cost of accidents at work, turnover and early retirement contributions are good indicators to take into consideration. (Manka & Manka 2016, 95.) Companies must use a process of continual improvement, a management systems approach, and knowledge transfer and action research to create a healthy work environment. (Burton 2010, 97.)

3.5   The future of occupational wellness

The working life have changed drastically over a decade and even last 2 years with the COVID-19 has shown new ways of working. The future will most likely include more remote working and even greater amount of technology. Manka & Manka (2016) believes that in the future, the importance of a work-life balance for organizational success will be further emphasized as new generations enter the workplace and the world around us continues to change at a fast pace. Kokkinen et al. (2020) states that Finland is one of the world's most wellbeing countries. The constant progress of wellness has been relied on the positive progress of

working life, favorable demographics, and the generous service and those enabling the income redistribution. Finland's "wellness machine" is still working, but the costs a lot to maintain and is slowly overheating. At the same time, we are enjoying historically high level of wellness, but we are leaving ecological and economical unsustainability of the price for the future generations. (Kokkinen et al. 2020, 7-9.)

Special concern of the future regarding wellbeing have recently affected mental health problems in Finland, changing skill requirements in the labor market and the growth of inequalities, as well as the effects of the ongoing COVID-19 pandemic (Kokkinen et al. 2020, 7-9). In 2015 mental disorders costs more than one billion euros for the Social Insurance Institution of Finland (Manka & Manka 2016, 38). The mental and cognitive experiences in stress have been increased and especially in specialist positions the round-the-clock availability need reduces the employee's chances of satisfactory recovery from work. The phenomenon of mixing work with free time has further deepened. The technology inventions are two-sided sword as we know too little about the adverse effects before, they are widely spread in the market. (Sosiaali- ja terveysministeriö 2015, 26-27.) The evaluation in the unfavorable health effects associated to the use of new technologies is under progress. Musculoskeletal system is getting whole new load with the new technology implemented as it increases the sedentary work with the display. Neck, shoulder, and hand encumbrance has been increased, but the general mobility has been decreased. (Sosiaali- ja terveysministeriö 2015, 26-27.)

In the future wellbeing keeps focusing on health, safety, self-fulfillment, respect and relationships and there is no radical change to that. Because all those factors can be supported with technology without harming the environment, there are enormous technological opportunities for altering work life to increase the wellbeing in the future. (Kokkinen et al. 2020, 7-9.) McKinsey & Company (2021) states there are several start-ups entering the digital health market, but the six blocks required to develop scalable business is demonstrated in the Figure 8.
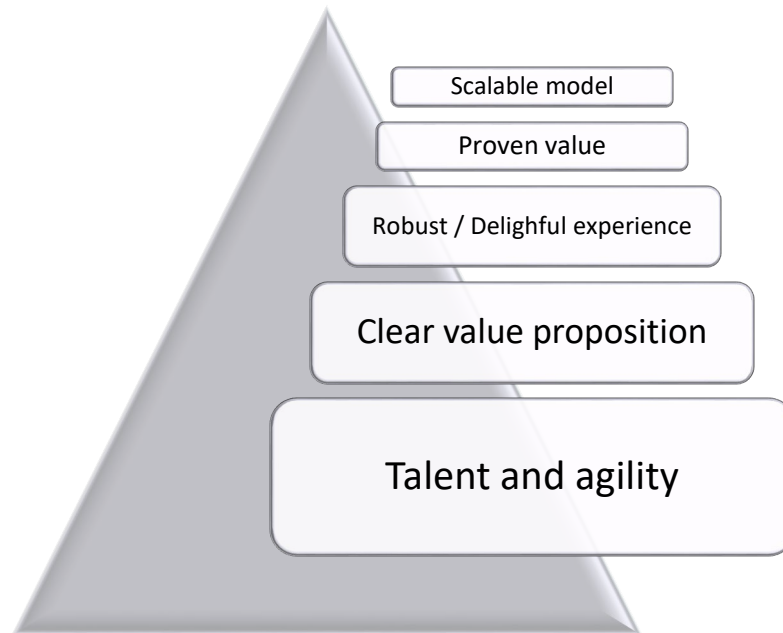
Figure 8. Six interconnected attributes work together to define a great digital health business (McKinsey & Company 2021)

In the best-case scenario technology can support people's wellbeing and ability to work. It could also prevent diseases as technology can spot symptoms in an early stage. There is a challenge when implementing new technologies as we don't yet know the long-term risks. (Sosiaali- ja terveysministeriö 2015, 26-27.) Yadav (2021) states that more than ever in the post COVID-19 era the wellness of employees is important. Improving the immunity of employees to protect them from the virus infections, is a task for all organizations, which should be highly prioritized. (Yadav 2021, 3.)

4   COMMISSIONING PARTY

The commissioning party is Saimaa Stadiumi located in St. Michel which is part of the South-Savo region. The company's turnover in 2020 were 1 212 000€ and the number of employees were eight (Kauppalehti, 2022). The role of Saimaa Stadiumi in the wellbeing industry is to provide a platform for entrepreneurs for events, wellbeing, and other sectors. In addition, they support their business

through providing facilities, new product concepts, as well as sales and marketing support. (Saimaa Stadiumi n.d.)

Saimaa Stadiumi would like to be not only an organization to provide the space for entrepreneurs, but also work as an adviser for the entrepreneurs how to use effective marketing efforts in the field. Saimaa Stadiumi is calling themselves "wellbeing campus 2.0", defining it to be unique events, sports, and wellbeing ensemble. It is also a space for sport events, concerts, exhibitions, and different meetings. (Saimaa Stadiumi n.d.)

The "Wellbeing campus 2.0" means a service concept which includes relevant information and services for the most effective wellbeing services. It includes exercise-, wellness- and experience services for individuals and organizations such as schools, sports clubs, companies, and hobby groups. They are a long-term partner in the path for sustainable wellness. The services can be organized where the customers are either onsite or online. The versatile offering is based on research and development projects in which the latest data is gathered. Saimaa Stadiumi has partnered with Xamk Active Life Lab and South-Savo occupational health organization in order to strengthen the evidence-based health and wellbeing service provision and concept development. (Saimaa Stadiumi n.d.) Active Life Lab is a development and research unit of South-Eastern Finland University of Applied Sciences and it was established in 2018. It operates in Saimaa Stadiumi premises and the facilities give an opportunity to measure the effectiveness of targeted activities to improve one's health. (Xamk n.d.)

Through intensive discussions and idea generation with Arto Pesola and Viljo Kuuluvainen, the business problem and the aim for the study were co-created. The topic seemed like a timely and needed one. Digital marketing communications was something that wasn't considered in such a depth yet in the

core of the corporate wellness programs. The subject is timely when considering the current COVID-19 situation when most of the communication activities has been switched online and done through the digital platforms.

When thinking about the topic from the society perspective, the cost of health services is high. Additionally, according to Manka (2016, 57) the reduction in the cost section could happen through the reduction in sick leaves, work related accidents and early retirements. If we would like to affect this in a positive way, the anticipatory investment in people's health is important, and this could end up reducing the cost in the end of the day. Official Statistics of Finland states (2020) that after tumors the most common reason for deaths of the working-age people are related to cardiovascular diseases.

Finland has been ranked as one of the happiest countries in the world and the wellness of the people is a big part of it. To have a continuum in this fact, we should all consider how we could positively affect the fact that different kinds of wellness activities are done at the most efficient way possible. This can be done in an individual or organisational level, and this thesis is one way to find out solutions how to affect this positively through more effective recruitment for corporate wellness program through digital marketing tools and practises.

5   RESEARCH METHODS

This chapter reviews the research approach and methods, the data collection process, and the analysis of the data. The chapter will rationale the method choices in the upcoming subchapters. It also aims to describe the methods as clearly as possible to enable the reader to evaluate the appropriateness and representativeness of the methods, and the reliability of the results.

5.1   Research approach and methods

In an inductive approach the research is not about testing a theory or hypothesis because there is no theory to be tested from previous literature. Instead, the inductive approach ends up from individual findings to general meanings of a phenomenon researched. (Hirsjärvi et al. 2008, 260.) Figure 9 presents how the inductive logic is implemented in qualitative research.

Collection of data: interviews etc.

Asking open-ended questions

Analyzis if the data > forming themes and categories

Generalizations, broad patterns or theories from categories and themes

Posing of generalizations or theories from literature and past experience
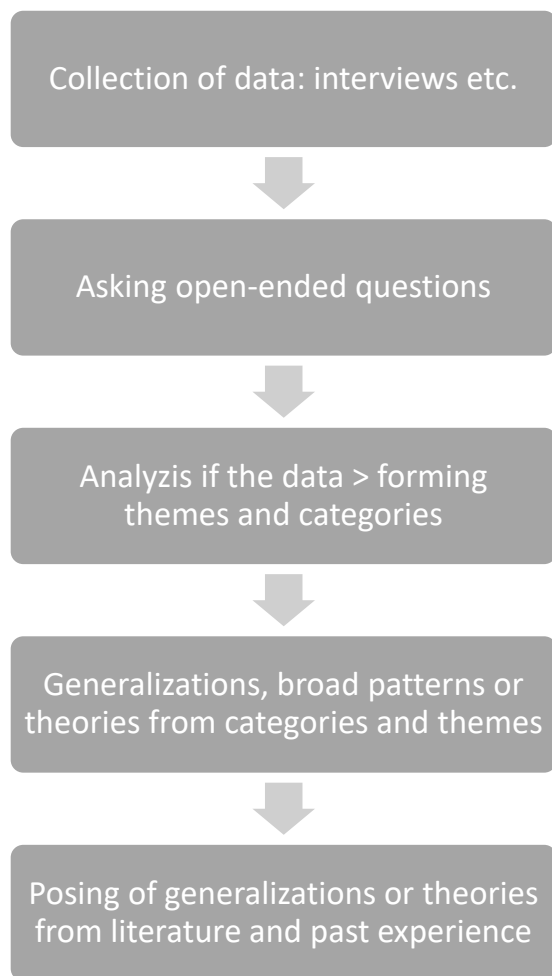
Figure 9. The Inductive Logic of Research in a Qualitative Study (Creswell, 2009)

The inductive logic of the research starts the data collection via interviews, which is then formed into categories and themes. Themes will be developed into generalizations, broad patterns, and theories. Thereafter, it is compared to existing literature of the subject or personal experiences. (Creswell 2009, 71-72.)

Qualitative research aims to understand the phenomenon from the perspective of the subject being studied (Juuti & Puusa 2020). Qualitative research also seeks to describe, analyze, and interpret the phenomena (Hirsjärvi et al. 2016, 161). Qualitative studies focus in general on relatively small number of cases but seeks to analyse them as thoroughly as possible (Eskola & Suoranta 1998). Quantitative research is grounded on numbers, while qualitative research instead uses words and phrases. Qualitative research emphasizes understanding underlying processes and meanings of the topic, although it focuses on the topic. The starting point of qualitative methods is to focus on describing real life examples. (Hirsjärvi et al. 2016, 161.)

The qualitative study should look at the connections between theory, empiricism, and practice for instance (Juuti & Puusa 2020). The nature of the social reality phenomena which is studied in qualitative methods, might lead that the research results can't be considered out of place and time (Eskola & Suoranta 1998). The qualitative study must also recognize that the researcher's own views might affect the findings of the study (Juuti & Puusa 2020).

Questionnaire (structured interview)

Today it is popular to conduct a questionnaire through online tools such as email. One of the advantages is that it is economical. An electronic form minimizes the risk of typing-errors when entering the data as the text is already in the right form. It is crucial to ensure that the respondents can be reached by email. Hence, an email survey is suitable for conducting the research. (Valli & Aarnos 2015, 93-94.)

The questionnaire is also known as structured interview, where the interview is made by using a form. In the questionnaire the questions and the order of them are predefined and structured. There are three types of interviews: structured, thematic - and open interview. Structured and free represents the extremes of these. (Hirsjärvi et al. 2008, 203). Biggest challenge in the structured interview is the formatting of the interview questions and the form, but the questionnaire itself

is easy to conduct. The other challenge is that the chosen concepts can reflect the author's world more than the respondents. (Hirsjärvi & Hurme 2014, 45.)

The author chose questionnaire as one of the research methods for this thesis. The reason why the qualitative questionnaires were chosen, is that the phenomenon being studied in this thesis in not about the numbers, but rather about the words and phrases. The research objective is to inquire about respondents' choices of digital communication platforms and tools; hence, this inquiry requires to use words and phrases. A general survey model with predefined answers wasn't the option as the author didn't have enough proven information from previous studies, about what is causing the phenomenon and the options to improve it. To find out new ideas and reveal existing experiences the open-ended structured interview was a justified choice for the data collection. The structured interview was decided to conduct first to create more insight in the phenomenon, so the author can sharpen the scope of the subject before proceeding to the thematic interviews.

Thematic interview

Thematic interview is also known as semi-structured interview. The interview proceeds according to preselected themes and with a support of specifying questions. (Tuomi & Sarajärvi 2018, chapter 3.1.1.) Thematic interview is an intermediate between a survey interview and an open interview. The themes are predefined, but the structure of the questions and order of them is not. (Hirsjärvi et al. 2008, 203.)

A thematic interview is a discussion-like situation, where pre-planned themes are being discussed with the respondent. The order of the topics varies, and all the respondents will not always discuss about all the topics to the same extent. (Saaranen-Kauppinen & Puusniekka 2009, 56.) One of the biggest benefits of the thematic interview and interviews in general, is that it gives flexibility in the data collection (Hirsjärvi et al. 2008, 199). A thematic interview can also create new

information when the respondents are given the freedom to speak with their own experience and understanding.

Thematic interviews were chosen for the data collection method by the author as it enables a more flexible and informal discussion situation, which serves this thesis. In the interview, the professionals can speak openly and answer open questions in a variety of ways. Experts have already incorporated more understanding and knowledge through their past work experience. They have already had a crucial role in corporate wellness programs or digital marketing communications from different viewpoints, which is valuable to create insight for the research as the purpose is to find out their experiences and ideas.

5.2 Data collection

Data collection methods refer to the principles and ways how empirical research material is collected for the use of the author. There are several ways to collect qualitative data including interviews and questionnaires. It is not necessary to always collect the data by oneself. In this case the material is to be already pre-collected. (Jyväskylä University 2014.) The author of the thesis should also decide how many persons they will interview or send the form to. In qualitative data collection the saturation of the material, which means the author is not predefining the number of cases she or he will research. The data can be considered sufficient, and saturation is accomplished when certain topics start to repeat themselves. (Hirsjärvi et al. 2009, 183.)

Depending on the format of the questionnaire, the data can be analyzed both qualitatively and quantitatively. Implementing a questionnaire requires understanding of the business problem or phenomenon in advance. (Jyväskylä University 2016.) Questionnaire for research should look as it will be easily filled and the outlook of it should be impeccable. The questionnaire should also have enough space for the answers. In the referral text for the respondent should have the information about the meaning, and importance of the questionnaire and to encourage him or her to respond. Also, it should state when the questionnaire

must be returned. It is also important to pretest the questionnaire with another person, before sending it. (Hirsjärvi et al. 2008, 199.)

When the aim of the research is to produce information that is about opinions, perceptions, attitudes, experiences, or values, it is practical to collect the research data through interviews (Jyväskylä University 2021). In the thematic interviews it is good to be prepared for both talkative and scanty individuals and for that reason would be good to do test interviews. At the same time the suitability of the themes can be tested. (Hirsjärvi et al. 2008, 199.) The benefit of the theme interview is that the interviewer can specify and deepen the questions according to the respondent's answers (Tuomi & Sarajärvi 2018, chapter 3.1.1). There are several ways to record interviews, such as filling out a form, voice recording, taking notes or filming. Interviewing is a way of data collection where the researcher participates interactively in the production of the data. (Jyväskylä University 2021.)

The data collection part of the thesis was carried out in two different ways. It included expert questionnaires through email and individual expert thematic interviews. The scope of the research was defined to be communication, HR and wellness professionals' knowledge and experience. The persons were working in Finland, and they were selected according to their experience and work position/title. The mapping process of the professional happened through LinkedIn, Google-search, and past contacts that the author has. In addition, into consideration was taken academic background, recommendations from other professionals and recognized professionals in their field of expertise. Presupposition was that these professionals were holding more information about the researched phenomenon than a regular person.

Questionnaire (structured interview)

The structured interviews were conducted as individual questionnaires through email communication. The author decided upon this method, as it is an efficient way to approach individuals and gives the respondent time to think about the

answers without the pressure of time. The respondents were carefully selected to include persons with long-standing experience in the field of corporate wellness, communications, or HR. The seven professionals chosen had experience in one or more of these fields of expertise. The COVID-19 situation was taken into consideration when the author didn't suggest face-to-face meetings. The first draft of the questions was done in a word file and later transferred into PDF form with Adobe's tool called "prepare form". Author got comments from the commissioning party and thesis supervisor. I carefully considered the comments and modified the questionnaire to improve its accuracy and fit to the research phenomenon. This was done three times in total. At that stage the draft version of the Adobe PDF was transferred to the final version and saved in the OneDrive file.

The questionnaire had eleven reasonably short questions and most of them were open-ended ones. The questionnaire had a question where their interest to attend the thematic interview. The list of final questions for the questionnaire is included in Appendix 1. The data was collected in January 2022 and the e-mail questionnaires were sent in the 3rd week of January. E-mail interviews were sent through the author's academic email address in a PDF form with a short introduction in the email to all ten chosen participants. A two-week timeframe was given to the respondents to return the questionnaire. The importance of their input was emphasized in the email. Four respondents were unable to return the form due to their workload. After that all the received and filled PDF forms were collected into the OneDrive folder. This was done to avoid loss of the data and it gave the author access to the data from multiple places. To ensure that the respondents' identities were protected, the forms were assigned numbers.

Thematic interview

The one-to-one interviews were conducted as thematic interviews. The respondents were the ones that volunteered in the questionnaire and two others who were asked separately to attend the interview. All the respondents were professionals in the field of communications, corporate health service providers,

or HR. Two of the respondents were corporate wellness professionals and the two others were HR and communications professionals. The respondents were contacted via email in February 2022. The meetings were scheduled all in February and interviewees were informed about the recording of the interview. They also were informed the topic in general and that there were 4 themes in total. The length of the interviews was not predefined, but as meetings need a timeframe, the length of the meeting booked was 30 minutes to avoid too lengthy conversation, but to have enough time to go through all the predefined themes. The time was considerably short, but the author took into consideration that these professionals might have already a full calendar and didn't have that much time to spare. The author felt like the booking with them wasn't the easiest and some of them had to reschedule the meeting due to other meetings and busy schedule, but the author was prepared to be flexible with the time.

The themes (appendix 2.) the author chose for the interviews were
1. **Main** digital marketing communications **tools**
2. **Potential** of digital marketing communications tools
3. **Challenges** using digital marketing communications tools
4. **Responsibility** to connect with internal digital marketing communications tools

The themes were translated into Finnish as the respondents' mother tongue was Finnish. There was no predefined time for each subject. The author decided to use more time to the theme in case the respondent had better knowledge of it. This was for the reason to collect valuable data and meaningful answers to support the research task. Table 3 presents detailed information on the thematic interviews including the field of expertise, recording time, date, and channel.

Table 3. Information on the thematic interviews (Haavisto 2022)

	Field of expertise	Recording time	Date	Channel
Respondent 1	Communications/ Occupational wellness	22.35min	18.2.2022	Teams
Respondent 2	Occupational wellness	31.18min	20.2.2022	Live meeting
Respondent 3	HR	23.09min	24.2.2022	Teams
Respondent 4	Occupational wellness	31.15min	24.2.2022	Teams

The video interviews were held through Teams because it had the recording option. Qualitative material means simply, material that appears in a text form (Eskola & Suoranta 1998). The recording was used to transcribe the interview between 21-26 of February. The transcription process was the same with all the data. The author was listening to the recording at the same time while writing it to the text form and proofread the text after that with repeating it again. The recorded and transcribed files were also saved in OneDrive, but they were not accessible to anyone else than the author of this thesis as it included sensitive information. All interviews were held in Finnish the native language of the respondents. This ensured that there were not any obstacles to conduct the interviews and speaking Finnish avoided possible miscommunication.

The data collection process didn't have any further data recording system for the files, as the number of files were controllable without it. The metadata collection tool place manually at the same time when the meetings were conducted. The metadata included:

- method of implementation
- place of the interview/meeting
- date
- name and the background information of the respondent
- other factors influencing the interview. (Hyvärinen et al. 217, chapter 4.20).

Metadata was collected to a piece of paper to avoid that the respondents' answers could be linked to a specific person. Hence, this secured their privacy.

5.3   Data analysis

In empirical research the data can be analyzed only after the pre-work is done (Hirsjärvi et al. 2009, 221). Before it's analyzed it must be audited, information gap filled via contacting the respondent and organizing the data for the analysis phase (Hirsjärvi et al. 2008, 216). Transcribing means the qualitative data is spelled from word to word in a text form. Transcribing can be also selective according to the theme areas. (Hirsjärvi et al. 2009, 222.)

The selection of the analysis is not crystal clear or pre-defined by any rules. The data handling and analysis is good to start as soon as the collection has been done. The analysis can commonly start when the data have been collected and organized. (Hirsjärvi et al. 2009, 223.)

The basic method of analysis that can be used in all forms of the qualitative research is content analysis (Tuomi & Sarajärvi 2018, chapter 4.2). The methods of data analysis can be roughly separated into two ways: explanation and understanding. The analysis method should be chosen according to which one will bring the answer to the business problem or research task in the best possible way. The qualitative data analysis uses a method that aims to understand and interpret the collected data and draw conclusions from it. Most times the researcher cannot use all the data collected in the qualitative research, additionally all the material is not needed to analyze. The analysis of the results is not yet enough to explain the results of the research and the author must make syntheses from them. (Hirsjärvi et al. 2009, 224.)

In the first phase the author reviewed the information of the data collected with the email interviews. This was done as soon as the email was received from the respondent. All the information was usable, and no questionnaires were needed to be removed. Two respondents wanted clarification before replying to the questionnaire. They asked about one specific question, and if all the questions had to be answered. No refilling of the questionnaires was needed to be done in this stage for that reason. In the last phase of the data organization, the questionnaires were saved in the author's OneDrive file with anonymous names and just numbers from 1-6 to make each file recognizable. The metadata of which the number presents each respondent is confidentially only in the author's notes. The analysis of the questionnaires was started shortly after all this during the week six via separating the data into themes. First the data was entered in excel sheet where the separation was made question by question and the answers by each respondent. There were four themes in total, and the themes were separated in the excel via highlighting the text with four different colors to make it easier for the author to analyze the data. The author selected limited

comments from the interviews that were found useful as descriptive examples. Descriptive examples from the answers of the respondents were bolded in the excel, and translated and then transferred to the thesis. Also, the analysis looked for similarities and differences between the interview data. With the similarities found, the author made generalizations from the findings in the results chapter. Also, in the results chapter the respondents are presented with the symbols R1-R6. The analysis of this research was guided in turns by theory and data. The analysis can also be carried out based on data, but finally from data the findings made are bound to the theory. In the second phase of the thesis, the author analyzed the data gathered from the thematic interviews. The objective of the study was reviewed before the data analysis to ensure if it was serving the purpose. This was done in stages as the interviews were held twice a week and was important to start the analysis of the collected data right after the interviews. The analysis of the data collected was done between 21-27 of February.

After the transcription was done, the author started the encoding process where all the material was read through, and the main points were highlighted. Then the encoded material was divided into five themes, which were digital marketing communications tools, processes, responsibilities, future of digital marketing communications tools and challenges. These themes were created according to the data collected and was the best way to divide it to subgroups to find similarities and differences between the respondents. Later in the analysis process some of the sub-themes were combined into one to avoid the loss of connections between the information. This was done on 26 February. The figure 10 demonstrates how the study data was themed in the first stage of the analysis process.
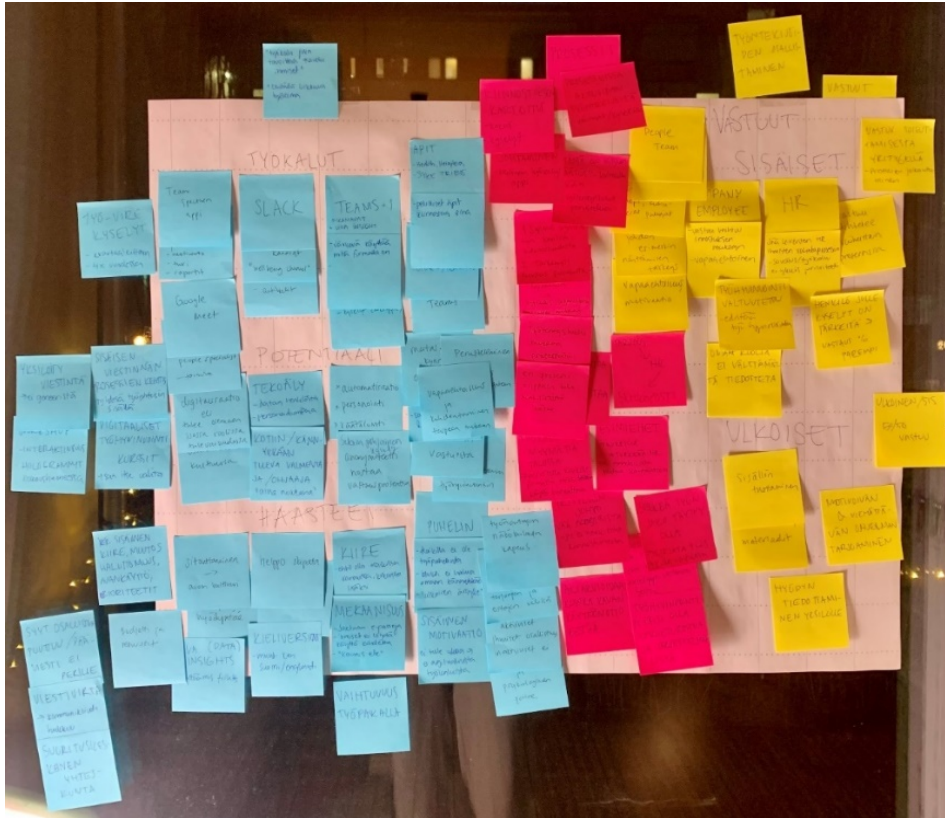
Figure 10. Thematic interview data analysis process (Haavisto, 2022)

When the data had been divided into themes, the author generalized and classified the data by one division at a time. This was undertaken to find out what similarities and differences existed between the respondents. The recorded findings are presented in the next chapter.

6 RESULTS

This chapter will go through the results of the data collection, and it's divided to two subchapters to make it easier for the reader to compound the result in a specific type of interviews: questionnaire and thematic interviews.

6.1 Questionnaire (structured interview)

RQ1: **What internal digital marketing communications tools are used to promote corporate wellness programs?**

Suitable tools. The interviewed professionals had different views on the most suitable digital tools for promoting corporate wellness programs. Still, most of them thought that the best channels were Teams, Slack and intranet. *R2: "…above all Teams and Slack"*. The others thought that WhatsApp, mobile application, Yammer, and Telegram could also be considered. *R3: "A separate app could work better".* Two of them agreed that e-mail would not be the efficient channel nor the social media. One interesting point of view was that the information should be held on online course form but didn't specify where this course would be hosted. *R5: "I would build an online course for the corporate wellness program, where all the necessary information can be found".* There is no one-size-fits-all solution for the channels or tools to be used to promote corporate wellness programs. It all depends on the company and their ways of communication. There are still some do's and don'ts' which the respondents were stating.

Future. Some of the respondents thought that the digital communications tools such as LinkedIn, TikTok and new intranet would be the future tools. *R3: "There are plenty of interesting intranets in the world that work great on mobile devices… I would take some more "inspiring" intranet or mobile application from there".* The other thought that some corporations are in a situation where they are strongly committed to one provider of internal communications tools so it's hard to make any changes. *R2: "We're pretty tied to the Windows tools…".* Most agreed on the fact there were still unexplored channels that could have potential to work in promoting corporate wellness programs. Today people would like to have more feelings of belonging somewhere at the same they still want to keep their privacy. *R6: "We have considered appropriate and secured communication channel for the duration of the programs to be used by the participants for sharing experiences and developing a sense of social cohesion".* It's hard to find or purchase new tools because no one is responsible for making the decision and decisions regarding how to finance it are absent.

RQ2: **What are the challenges in terms of internal digital marketing communications efforts used to promote the corporate wellness programs?**

Challenges. Some of the respondent thought that the challenges were in the corporate wellness programs, those being too "generic", "boring" and "perfunctory", and 1-2 programs being not enough for the whole organization. *R3: "…many wellness programs are too generic".*

They also mentioned the fact that the benefit of the programs should be communicated better, and the participation should be exciting to individuals. *R1: "How to get the benefits of corporate wellness programs presented and to make it interesting and motivating to participate?"* One other respondent thought that most working adults are so busy at work that the challenge relies in the fact how to make the employees read the messages about corporate wellness programs.

One interesting view of the selling of the program was mentioned and it states that not only management need to be influenced, but also the employees in the selling process. *R6: "…when selling corporate wellness program, it must first be sold to management, but then also to the employees".* This highlights the gap which could be filled with more communication.

RQ3: **How are corporate wellness programs established typically and what is the service provider's role in them?**

Responsibilities. They all agreed on the fact that when the corporate health program is provided by a third party, this third party should participate in the implementation and planning of internal communication. *R1: "At the very least, a person who could take the message forward internally should be trained."*

Some of the respondents thought the provider of the corporate wellness programs should have the experience and the knowledge to offer training, share insights, and provide the marketing material. *R3: "They have the most experience of what works in companies in general and what to avoid".* According to one

respondent, all relating to the wellness program and the actual implementation of it comes from the service provider, not the company itself.

Another interesting view adding to the previous one was that the package would come from the service provider. Yet the company management would play a role in the rollout process. *R4: "A transparent "Keys to the hand" plan to rollout together with the management".* One clear element is the service provider's role in the process as they are expected to be the experts of the corporate wellness programs. In case they don't have any information, experience, or knowledge on the communication part, the implementation of the programs can be affected negatively.

6.2   Thematic interviews

The interview themes were all based on internal digital communications related to the recruitment of corporate wellness programs. The results are based on four thematic interviews. Respondent 1 was a communications specialist who has worked in several roles in marketing and leadership in both big and small corporations for over 20 years. The R1 is also specialized in coaching and wellness and is currently a wellbeing entrepreneur. R2 is a corporate wellness specialist who has worked in the industry for seven years and is currently an UX-researcher in a wellness analytics company. Respondent 3 is a HR specialist with experience in recruiting, employer branding and communications in the past four years. R4 has worked in the wellness industry for the past 11 years mainly as a coach. R4 owns a company which provides corporate wellness programs but has also participated in several research project as a role of coach.

RQ1: **What internal digital marketing communications tools are used to promote corporate wellness programs?**

Digital marketing communications tools are effective, when they can reach whole organization, from top leaders to field workers. Currently the most common digital marketing communications tools used internally are Microsoft Teams,

Slack, and different intranets. They are used for notification purposes, interaction between co-workers and sharing material, such as articles related to health or wellness. These channels are also used for the purpose of sharing questionnaires related to occupational wellness. The questionnaires are commonly related to coping at work, motivation, and to identifying wellness related problems. The most advanced organizations in the occupational wellness field are having dedicated channels for wellness. The channels are used to promote different workshops and to activate people. These solutions have reached a high percentage of the company's employees.

Future of the digital marketing communications tools. The demand for better and developed solutions is clear. Digitalization can bring artificial intelligence to provide more personalized communications and alter it according to the data received. To improve the attendance for corporate wellness programs it should be part of the company's culture and leaders should set the example. The personnel should also be provided with easy access for participation. Targeting, personalization and freedom of choice is something the individuals are appreciating. In questionnaires the anonymity and web solutions can enhance the response rate. The current need lies in the justification for participation, use of working hours for occupational wellness, and better communications about the responsibilities in the internal marketing communications.

RQ2: **What are the challenges in terms of internal digital marketing communications efforts used to promote the corporate wellness programs?**

Challenges the already active individuals are most commonly the ones participating in any occupational wellness activities such as programs. Internal motivation, unwillingness to change and lack of reasons to participate are commonly individual challenges. Internal haste and message stream can be overwhelming, and the communication gets lost or is easy to skip or reprioritize. As companies often are multinational today, the language versions and cultural differences can hamper the internal marketing communications. The cultural differences can show as dishonesty or lack of courage to communicate the needs

or issues when it comes to wellness related topics. The employees might feel social or psychological pressure in situations their behavior is closely followed. In situations where the company is lacking financial, resources, or an open culture, the establishing of corporate wellness programs can be compromised. From the service providers' point of view the narrowness of the employer's perspective in the wellness context can lead to a situation where the messages can be lost in the translation.

RQ3: **How are corporate wellness programs established typically and what is the service provider's role in them?**

Processes changes depending on the corporation and on case-by-case basis. Typically, when the corporate wellness program is provided by the third party the process starts with an agreement between the service provider and the organization. The process alters according to the organizational structure, interest of the company's leaders and due to the haste of the employees. The HR department is in most cases part of the process when informing about the wellness program, receiving information from leaders, and meeting the service providers in the start of the process. Whichever digital marketing tool the company is utilizing in the context of wellness programs, the tools should be led into practice and often the time spent is underestimated, as pointed out by one of the respondents. The respondent also highlighted that this cannot be externalized. Corporate wellness programs are often modified and described in more detail later in the process. This is after the confirmation from all departments is received and the agreement of the ensemble has been made. Employees and occupational health care are suggested to be included in the processes. With the employee involvement in the process the company can activate them and map out their interests via questionnaires or meetings.

Responsibilities can vary internally within the employees in the corporation according to people's interest in having a role in it. Common responsible parties are HR, People Team and personnel specialized in occupational wellness. Often the enthusiasm and motivation were reasons for an individual to take ownership

voluntarily. Although the HR cannot always prioritize the corporate wellness programs, their responsibility is to organize workshops and external speakers. They also choose the digital tools to be used to promote them. The responsibility can be altered during the process between the external service provider, and they are expected to take responsibility in it. The facilitation and content are expected to be provided by them as well as informing the benefits of the program for the individuals. One respondent also pointed that the program should be motivating, and this is the responsibility of the external service provider.

7 CONCLUSION AND DEVELOPMENT PROPOSALS

This research aimed to find out the most common digital tools and practices in the context of internal marketing communications to enhance the corporate wellness program participation. The objective of the study was to identify the challenges associated with the tools and their use, and to offer solutions for those challenges. The aim was also to describe how typically in general the programs are established and how the third-party service provider is responsible in the process. Furthermore, to indicate what is internally the responsibilities within the company's employees when establishing corporate wellness programs. The phenomenon was approached with three main research questions. The data collected with qualitative methods was processed to create insight for the research questions. In this chapter the author will discuss the results and the theoretical framework to draw conclusions and development proposals. The last subchapter will assess the research trustworthiness.

7.1 Conclusion

The answer for RQ1 could be crystallized as follows: the current state of the **internal digital marketing communications tools used to promote corporate wellness programs** is scattered. The tools are diversified, and they have increased in number which has caused the polarization of the channels. Despite this, the importance to find and use effective internal communications tools to improve it have increased. The future will bring more opportunities to use new

digital tools, while it also will intensify the polarization of digital marketing communications. Yet the organization has the desire to find the one most effective digital channel to reach all the employees in the organization. As this is unachievable according to this thesis results, the main goal for organizations should not be to find one tool, but to find the appropriate mix of digital tools.

The thesis focused only on digital communications, however, the need of humanity in communications remains unchanged. Even with the right mix of digital tools, the face-to-face communication and real human interaction cannot be entirely replaced digitally. Human interaction is required, and it will continue to be imperative and irreplaceable in the future.

There are some findings and conclusions that can be highlighted in view of the theoretical framework. This research found that the use of internal digital marketing communications tools to promote corporate wellness programs depends on the situation. Hence, it supports Joki's (2021, 168) conclusions that the channels differ depending on the communication situation. Juholin (2006, 273) predicted that the digital communications will diversify and grow in importance. This is true in light of the thesis results; however, the meaning of human interaction emerges in this research. As Mishra (2020, 2) states it's important to communicate and reach your target audience from the channels they are using. Even though Komulainen (2018, 233) and Bump (n.d.) lists several future digital channels such as Twitch, LinkedIn, TikTok, Caffein, Instagram Reels, Messenger, Discord, Snapchat and WhatsApp, no single channel could be identified above the others in this research. Rather than assuming what channels your employees will use in the future, you must know what they are using currently.

There are multiple challenges that arise from the research question RQ2. In fact, there are more **challenges in terms of internal digital marketing communications efforts used to promote the corporate wellness programs** than there are solutions. Face-to-face communication cannot be replaced as previously mentioned. Furthermore, there are other issues with the digital

communications tools. As the digitalization increases, the number of digital irritants is intensified, and employees are overwhelmed by the volume of digital communications received. The competition for employees' attention in internal digital channels and overall in all channels is fierce. Komulainen (2018, 193) stresses for instance that an email is not as effective as before, as it has been discovered by multiple marketers and communicators.

Yet another challenge is that the internal haste prevents them to react to all the information and forces them to prioritize work over wellness. Although Young & Hinesly (2014) highlights that the digitalization enables employees to work and communicate better and faster, internal haste prevents them from paying attention to the communication about wellness programs. Another obstacle for effective communication was that it lacks clear and motivating content. The messaging is not personalized and for that reason, it might not interest the receiving party, nor activate them to participate in corporate wellness programs. The company must follow what the communication expert Thomas (2020) states. He asserts that the communication content must be relevant, entertaining, interesting, meaningful, and have emotional stimulation. All this can make the communication more effective and activate the target audience to participate in wellness programs.

As previously stated, it is imperative to reach the target audience in the right channels. However, a company should not consider that they have one single target audience for their wellness program communications. The employees cannot be seen as one target audience as they might diversify with their background and position at work. The CEO and the field worker most likely have completely different backgrounds. Hence, they have different access and acquirements utilize digital communication tools. Wright (2009, 73-74) also highlights the differences between the ability to access the company's information because of education and training.

The respondents voiced that there was no channel that could substitute human interaction completely, which is what Joki (2021, 168) emphasizes in her

handbook for HR experts. The companies will reach highest potential in communications if they combine effective digital tools together with natural human interactions.

In this thesis, the key findings for RQ3 were that **establishing of corporate wellness program is a complex process**. Throughout this, the **roles and responsibilities differ depending on the phase of the process**. The responsibilities are divided to multiple parties. Each one of them have a significant role and responsibility in the establishing process of the corporate wellness program. The different parties are individual, HR or people team, communications, management, and service provider. The participation of all parties is needed to have a successful implementation of a wellness program. Their positive attitude and motivation towards corporate wellness programs can enhance the effectiveness of the communications efforts.

Appendix 3 presents the overall view of the phases in the process. It also indicates the different responsibilities that these parties have. As this research focus has been on finding effective digital communication the two latter phases, namely monitoring and follow-up, wasn't part of the focal point of interest. Therefore, it needs to be investigated later in depth.

As the appendix 3 illustrates, almost all parties are involved in nearly every phase of the process. Juholin (2006, 257) has also pointed out that everyone in the organization does have a role and responsibility to take the information forward and to actively look for it. The findings in this thesis about the collaboration are somewhat aligned with the argument of the Finnish Institute for Health and Welfare (n.d.) that workplace development occurs through the collaboration of employees, managers, and supervisors. However, the service provider has also an important role and responsibility.

The first phase of the process includes the assessment of the current needs, goals, and strategies. One efficient way to find out the employees' needs is to conduct surveys. This is in accordance with Rand Health (2013) that an

organization must conduct assessment to figure out what the employees' requirements are.

In the second phase the HR/People team need to define the requirements that fit the organization and the employees' needs. The top management has a key role for making business decisions on right levels of the resource investment in corporate wellness programs. The service provider must meet the company's requests and requirements. In this phase the communication needs to be open and clear so that all parties are aligned and have a similar understanding of the objectives of the corporate wellness program.

In the third phase, one of the key areas is communication planning so that the benefits of the participation for the individual become clear. This is also what Sengupta (2017, 146-147) highlights that the millennial employee needs: they want reasoning and to understand why a wellness program needs to be initiated. The content of the communication about the benefit is the service provider's responsibility. The company's internal communications and HR are responsible for taking this information to the employees either using digital tools or person to person interaction.

The practice phase is the last phase that this research focuses on. There are numerous responsibilities for all the participants. It is an important phase where the conversion rate of the corporate wellness program can be improved. Management in general must prioritize wellness, participating themselves and leading by example. They also need to allow employees to participate. With these steps a desired wellness culture starts to build up. This prioritizing by senior management is what Rand Health (2013) determines as a must to shift the company's culture towards the wellness of the employees.

Key conclusions of the thesis are summarized in the following list. To make digital communication more effective and improve the conversion rate of corporate wellness programs, the following are needed:

1. Versatile use of digital channels, supported with face-to-face interaction
2. Multiple parties need to be involved to ensure efficiency, including the third party – the service provider
3. Companies cannot outsource all to the service provider
4. Step-by-step clarification of roles and responsibilities is necessary
5. Communications must be clear, and the content must resonate with the employee so that it motivates them to participate
6. Communication content must be personalized on an individual or specific target audience basis
7. Content customization based on the different target audiences within the organization
8. The use of digital technology requires training and access
9. Management support is essential throughout the process
10. All parties need to collaborate and actively communicate.

7.2   Development proposals

The commissioning party, the service provider of wellness programs, can enhance and improve how they support companies in their communication efforts. This is what companies require. The service provider could communicate the recommendations based on the results of this study to their clients. One of the potential tools could be in the form of a PowerPoint presentation. In this presentation, the service provider should demonstrate all the areas in which the internal digital marketing communications could enhance the corporate wellness programs. Utilizing a presentation like this would benefit the organization ordering the service and the corporate wellness program service provider, as it would ensure more effective ways of communications. The parties could also hold workshops around the subject and use the themes similar to the ones in this thesis. This could be done to create discussion and ideas. The workshops can include professionals as well as the end users of the programs to create even further insights. The commissioning party could also make a tutorial cartoon video from these findings and share this online to enhance their and their

partners visibility across the media channels. This topic is still a new area of expertise, and the video could be useful for all in the field of wellness.

As it is difficult to compare companies when it comes to the effectiveness of digital internal communication tools used in recruitment for corporate wellness programs, by practicing A/B testing. It would be wise to use different tools to the target audience, monitor the results and find out which tools would get better reaction, activate, or deliver the aimed results. This is something the commissioning party could do in co-operation with their partners to find better solutions and to create valuable insights for future use. If they had enough sampling from these tests, they could provide validated data to prove which tools are the most effective ones. The service provider could also invite the digital internal communications tool providers to participate in pilots. These pilots might include new features or even new tools that are available for testing purposes. The pilot would help all parties to create such tools that provide the best solution for purpose the of enhancing the corporate wellness programs.

7.3   Research trustworthiness

The trustworthiness of the research is considered usually with the concepts of validity as well as reliability. The validity considers the fact if the study has researched what has been promised and the reliability considers the reproducibility of the research results. This concept has been criticized in the qualitative research because these originate from the quantitative research (Tuomi & Sarajärvi 2002, 133.) The validity of this research was ensured by reviewing the thesis multiple times during the process. The validity of the research was ensured by considering all the commissioning party, supervisor, and author's comments and thoughts. The author reviewed several times the aim of the research, especially before conducting any questionnaires or interviews. This was done to make sure the questions were aligned with the research plan. The research questions were defined in the start of the process and the final results answered for those questions and for this reason, the validity of the research can be considered proficient.

According to Tuomi & Sarajärvi (2002, 135) there are no unambiguous guidelines for assessing the reliability of a qualitative study. However, the research is evaluated as a whole, so the coherence is emphasized (Tuomi & Sarajärvi 2002, 135). The reliability of the collected data depends on its quality. The data collected cannot be considered reliable in case all the planned persons are not interviewed, the quality of the recording is poor, or the transcription is not done with consistency. (Hirsjärvi et al. 2008, 185.) Other factors affect the reliability of the collected data is how the respondents are selected, how they are contacted, and how many they are in total (Tuomi & Sarajärvi 2002, 138). Reliability also means that when researching the same person, the same result can be repeated twice (Hirsjärvi et al. 2008, 186). The reliability of the qualitative study in this thesis was ensured with collecting as good data as possible. All the planned personnel were interviewed in the thematic interviews, the recording was technically good, and the transcription was done carefully and with consistency. The reliability was also secured by the selection of the respondents and by only choosing professionals with appropriate experience in predefined professions. The contacting process was done with emails and there were seven different professionals in total whom the data was collected from. The data can be considered reliable as a whole as no reliability principals were compromised.

Every step of the research process involves ethical questions, and all research involves ethical solutions. Research on humans is often guided by the ethical principles of informed consent, confidentiality, consequences, and privacy. It is a principle of informed consent that the respondents have given their consent based on appropriate information. (Hirsjärvi et al. 2008, 19-20.) The ethical questions of the thesis were evaluated and solved accordingly. As the researched phenomenon included a human factor, the interviews were the best way to find solutions. The ethicality of those interviews was made sure by providing necessary information to the respondents of the research to receive their consent. To make the collected data anonymous, the data collected was kept in the private folder, and any personal information from the transcriptions

were removed. The raw unanalyzed data was not shared with anyone else apart from the author itself, which secured the unrecognizability of the respondents.

8 CONCLUDING REMARKS

The research topic was selected according to the need of the commissioning party and my personal interest towards the topic. The theory part helped me to understand the wellbeing and communications much better from the theoretical point of view. Reading and understanding the theories helped me to shape the research questions. In addition, it supported and guided me to form the interview questions in such a way that it ensured that I could get closer to the phenomenon of the researched subject. The research successfully found answers to the main research questions.

The number of the interviews could have been larger. This would have given a broader outlook of the current state of which tools are used to promote corporate wellness programs. The sources of information in the theory were also limited as they were behind paid sources, which might be due to the fact that the phenomenon studied is still relatively novel. Furthermore, I would also consider using less time to write the theory section of the thesis. In its place I would have invested more time to analyse the research data.

There will continue to be challenges with digital marketing communication for corporate wellness programs, but there will also be many opportunities to enhance participation in them in the future. Instead of seeing the technology as a threat, especially in the times of being under influence of the ongoing COVID-19 pandemic. We should approach technology as an opportunity to improve communication. While we are returning to a world of human connections, we can still utilize technology as a supporting tool. As a future mode of work, I envision a hybrid model of working as effective and pleasant. The hybrid model gives an opportunity for individuals to be part of things in a way they can or want to be. As the role of individuals in the occupation wellbeing will be highlighted, it is important to have that flexibility in everything we do at work. Therefore, my **future**

research proposal addresses the following question: *Can hybrid ways of working enhance occupational wellbeing?* In addition, **a further research proposal** would be to examine, in more detail, the roles and responsibilities of the people involved in the process of establishing a corporate wellness program depicted in the appendix 3. Especially in the monitoring and follow-up phases, as these were not part of this research area.

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LIST OF FIGURES AND TABLES

QUALITATIVE SURVEY QUESTIONS

SÄHKÖPOSTIHAASTATTELU   17.1.2022

1. Oletko...

   ☐ Työhyvinvoinnin -   ☐ HR -   ☐ Viestinnän ammattilainen?

   ☐ Jokin muu. Mikä?

2. Mitä digitaalisen markkinointiviestinnän työkaluja ja media-alustoja käyttäisit tai olet käyttänyt sisäiseen viestintään?

3. Mitkä mainitsemistäsi työkaluista ja media-alustoista soveltuisivat tai soveltuvat edistämään työhyvinvointiohjelmiin osallistumista?

4. Mitkä digitaalisen markkinointiviestinnän työkaluista ja media-alustoista ei sovellu edistämään työhyvinvointiohjelmiin osallistumista?

5. Mitkä ovat suurimmat haasteet henkilöstön mukaan saamiselle työhyvinvointiohjelmiin sisäisen viestinnän näkökulmasta?

6. Kenen vastuulla on sisäinen markkinointiviestintä kun työntekijöitä värvätään työhyvinvointiohjelmiin?

7. Tilanteessa jossa työhyvinvointiohjelma on 3. osapuolen järjestämä, tulisiko heidän osallistua viestinnän toteuttamiseen tai suunnitteluun?

   Kyllä ☐   Ei ☐   En osaa sanoa ☐

8. Miten?

9. Mitä muita markkinointiviestinnän työkaluja tai media-alustoja olet pohtinut käyttäväsi tulevaisuudessa?

10. Miksi et ole ottanut työkaluja vielä käyttöön?

11. Haluatko osallistua virtuaalisesti jatkohaastatteluun (n.10-20min)?

   Kyllä ☐

   Päivämäärä:

THEMATIC INTERVIEW

Themes and guiding sub-themes

Digitaalisen markkinointiviestinnän työkalujen käyttö hyvinvointi ohjelmien promoamisessa sisäisesti yrityksessä

- Avain työkalut
- Suositukset
- Prosessit

Digitaalisen markkinointiviestinnän työkalujen potentiaali työntekijöiden osallistumisen parantamiseksi hyvinvointiohjelmiin

- Mahdollisuudet
- Tulevaisuus

Haasteet digitaalisen viestinnän työkalujen käytössä hyvinvointiohjelmia markkinoidessa työntekijöille

- Uhat ja vaarat
- Haasteet
- Menetetyt tilaisuudet

Sisäisen viestinnän vastuut, kun markkinoidaan hyvinvointiohjelmia työntekijöille

- Kenen vastuulla
- Miten vastuu päätetään ja ilmaistaan
- Resurssit
- Palveluntarjoajan rooli

PROCESS TABLE

PROCESS PHASE / ROLES	SURVEY	CONTRACT	PLANNING	PRACTICE	MONITORING	FOLLOW UP
INDIVIDUAL	VOICING NEEDS & WANTS		UNDERSTANDING THE BENEFIT OF THE PROGRAM	RESPONSIBILITY FOR PARTICIPATION	RECEIVING INDIVIDUAL PROGRESS INFORMATION	PROVIDING FEEDBACK
HR/PEOPLE TEAM	GOALS, NEEDS, PLANNING SURVEY	ENSURING WELLNESS PROGRAM FITS TO HR REQUIREMENTS	RESPONSIBILITY FOR PARTICIPATION	MOTIVATING & COMMUNICATING	MONITORING THE RESULTS	COMMUNICATING THE RESULTS
COMMUNICATIONS	LEADING SURVEY		PROVIDING INFORMATION FOR PARTICIPATION	COMMUNICATING NEEDED INFORMATION	COMMUNICATING THE MONITORING RESULTS	COMMUNICATING THE RESULTS
TOP MANAGEMENT	PART OF THEIR STRATEGIC PLANNING	MAKING THE CONTRACT ACCORDING TO COMPANY REQUIREMENTS	RESPONSIBILITY FOR PARTICIPATION	MANAGING RESOURCES & EXAMPLE BY PARTICIPATING	MONITORING	REVIEWING THE FINAL RESULTS
MANAGEMENT	REMINDING TEAM MEMBERS TO PARTICIPATE IN SURVEY		RESPONSIBILITY FOR PARTICIPATION	EXAMPLE BY PARTICIPATING, ALLOWING TEAM MEMBERS TIME AND TOOLS TO PARTICIPATE	MONITORING	REVIEWING THE FINAL RESULTS AND MODIFYING THE PROGRAM
SERVICE PROVIDER	PROVIDING INSIGHTS FOR SURVEYS	COMPANYS/ INDIVIDUAL NEEDS ARE MET WITH CORRECT PROGRAM	COMMUNICATING THE BENEFIT TO THE INDIVIDUAL	MOTIVATING & ATTRACTIVE PROGRAM	PARTICIPATING TO PROVIDE INSIGHTS FOR MONITORING	PARTICIPATING TO PROVIDE INSIGHTS FOR THE RESULTS