

Master Thesis Exposé

submitted at

IMC University of Applied Sciences Krems



Master´s Programme

Export-oriented Management

by

Beatrix Keusch B.A.

Suggested Supervisor

Michael BARTZ

submitted on 30th September 2011

Topic of the diploma thesis

“Driving business value of the Next Generation Enterprises - Impact of preventive healthcare services on business value by taking the example of CovaFit”

Suggested Advisor

Michael Bartz, Prof. Export-oriented Management

Outline of the problem to be discussed

In the Next Generation Enterprise employee relationships become loose and remote. Working in virtual organisations within less clear defined corporate borderlines (“cloud organisation”) will be normal state.

Managers of the Next Generation Enterprise face five distinctive entrepreneurial challenges:

- More and more complex ecosystems substitute linear value chains.
- Employment relationships become more flexible. Empowered employees are expected to seize opportunities and solve problems. Managers are redesigning their companies toward a learning organisation which fully engages all employees in identifying and solving problems.
- The traditional organisation structures vanish. The future workplace is organized around networks rather than vertical hierarchies and work is often virtual.
- “Work” does not mean a physical location anymore. The workplace is free-flowing and flexible to encourage speed and adaptation.
- Finally a variety of working styles do co-exist.

These trends require managers and employees to think and work in new ways. In virtual organisations the workplace is often free-flowing which results in less direct and personal contact between managers and employees. In the Next Generation Enterprise Corporate Management and Human Resource Management will face a new challenge.

When corporate organisations become more virtual direct control, direct motivation and direct care (also fulfilling legal duties of care) do not work as a management principal anymore. Due to this reason preventive healthcare services do play a more important role already today and will increase its importance in the near future. Preventive healthcare services fill up gaps which open up by the lack of regular physical contact in Next Generation Enterprise organisation. As a result, corporate organisations start already today to invest in preventive healthcare services, as provided by CovaFit.

CovaFit is a provider of preventive healthcare services and products. CovaFit is specialized in the area of better aging, holistic medicine and active health management. The company name CovaFit stands for **CO**mpetence, **VA**lues and **FIT**ness and the vision of Mrs. Kirchmair, founder and CEO of CovaFit, is to provide her customers a wide range of preventive healthcare products and services from a holistic and individual point of view. At the moment CovaFit is very well versed in the private customer segment.

In the near future CovaFit will offer additional solutions for enterprises. CovaFit will support enterprises to boost the business value with the help of the services and products provided by CovaFit. Specific programs and workshops like “The spirit of success” or “Fit for success” will be offered to enterprises. These programs and workshops will comprise a specified mix of all services and products which CovaFit is highly specialized and experienced in (deriving from the successful private customer segment).

A big challenge for enterprises is to measure quantitatively the business impact of CovaFit services on the efficiency of employees and managers and the impact on the business value in the Next Generation Enterprises. So it will be one major objective of this Master Thesis to provide a new Score Card Model which supports enterprises to calculate the impact of preventive healthcare services on their business value.

Research question and objectives

Based on the situation outlined above, the objective of this master thesis will be as follows:

1. Firstly, the meaning and definition of “New World of Work”, “Next Generation Enterprise” and “preventive health care services” will be explained. Secondly, the great future importance of these topics will be identified and analysed in detail.
2. The actual state of knowledge regarding preventive healthcare services will be described. Current approaches will be analysed and benchmarked against the Covafit service portfolio. The importance of holistic and individual healthcare services and products, by taking the example of CovaFit, will be presented and the future relevance of specific preventive health care programs, like CovaFit offers it to enterprises, will be introduced.
3. Available measurements or business models on calculating influence of preventive healthcare services on the business value will be analysed in detail and current gaps will be worked out. Current approaches will be analysed and a new evaluation model will be proposed (see next paragraph 4)
4. One major target of this master thesis is to identify business value drivers in the Next Generation Enterprises (eg. general influence of human capital and its long-term and positive influence on corporate financials) and to develop a new model which supports enterprises in calculating the impact of preventive healthcare services on the business value. A new Score Card Model including specific key performance indicators to measure the business value will be worked out. This Score Card Model will derive from the drivers of the business value.

5. Finally, an industrial assessment will be discovered by primary fieldwork (face-to-face interviews and questionnaires). The target of the questionnaires and interviews is to measure employee and manager expectations toward CovaFit preventive healthcare services. Expectations measurement will be based on the newly developed quantitative evaluation model (Score Card Model), as described in paragraph 2. Outcome will be to gain estimations of the impact on business value based on specific KPIs.

The overall research questions that should be answered through this research will be as follows:

- What are the managers and employees expectations in terms of quantifiable business value improvements, deriving from preventive health care services based on the example of CovaFit? (primary focus: knowledge industry)

Suggested Scientific Approach + Methodology

The facts, figures and findings presented in the Master Thesis will be adapted from scientific literature, analysis of current scientific articles and magazines as well as results of scientific investigation and discussions with experts and analysts specialized in the subject of New World of Work, Next Generation Enterprises and preventive healthcare services.

Finally, an industrial assessment will be discovered by primary fieldwork with the help of face-to-face interviews and questionnaires. Two parallel surveys with different audiences (managers and employees) will be conducted. The sample size, approach, time duration and target group will be as follows:

- **Employee survey:**
 - Sample size for employee questionnaire: 100
 - Approach: Online survey through SurveyMonkey.com
 - Expenditure of time per questionnaire: 15 min.
 - Target Group: employees working in the knowledge industry

- **Management survey:**
 - Sample size for managers interviews: 10 to 20
 - Approach: In person interview by use of online questionnaire (see above)
 - Expenditure of time per interview: 45 to 60 min.
 - Target Group: CEO, HR Manager and Top Sales Manager working in the knowledge industry

The target of the questionnaires and interviews is to measure employee and manager expectations toward CovaFit preventive healthcare services. Expectations measurement will be based on the newly developed quantitative evaluation model (Score Card Model), as described on page 5 under paragraph 2. Outcome will be to gain estimations of the impact on business value based on specific KPIs.

Suggested outline/structure of the Thesis

The suggested structure of the master thesis, which will be expanded and refined in the course of the research and writing process, roughly looks as follows:

1. Table of contents
2. List of figures
3. List of abbreviations
4. Abstract
5. Introduction
 - 5.1. Research Motivation and Purpose
 - 5.2. Methodology
 - 5.3. Research Question
6. New World of Work and Next Generation Enterprises
 - 6.1. Definition
 - 6.2. Trends, drivers, challenges of Next Generation Enterprises
 - 6.3. HR and Corporate Social Responsibility in the Next Generation Enterprises
 - 6.4. Employees Motivation 3.0 – an intrinsic motivation
7. Health management in the Next Generation Enterprise
 - 7.1. Definition
 - 7.2. Importance of preventive health care services in the Next Generation Enterprises
 - 7.3. Status quo and current gaps in the health care services provided by enterprises
 - 7.4. Preventive healthcare services by taking the example of CovaFit
8. Quantitative business impact of preventive healthcare services
 - 8.1. Actual state of knowledge
 - 8.2. Functioning of available business models on calculating the influence of preventive healthcare services
 - 8.2.1. Balance Score Card
 - 8.2.2. Most important KPIs in this respect
 - 8.2.3. Other models
9. Presentation of the new business model: Impact of preventive healthcare services on the business value in the Next Generation Enterprises
 - 9.1. Business Value drivers
 - 9.2. The new business model
 - 9.3. Most important KPIs in this respect

10. Empirical study
 - 10.1. Industrial assessment – employee survey
 - 10.1.1. Target and method of the empirical study
 - 10.1.2. Findings
 - 10.1.3. Analysis of the findings and comparison with the findings of the management survey
 - 10.1.4. Discussion of the findings
 - 10.2. Industrial assessment – management survey
 - 10.2.1. Target and method of the empirical study
 - 10.2.2. Findings
 - 10.2.3. Analysis of the findings and comparison with the findings of the employee survey
 - 10.2.4. Discussion of the findings
11. Conclusion
12. Future Outlook
13. List of References
14. Surveys

Time Schedule (to do´s)

Master Thesis topic:

“Driving business value of the Next Generation Enterprises - Impact of preventive healthcare services on business value by taking the example of CovaFit”

Graduate: Beatrix Keusch

Thesis Coach at University: Michael Bartz

Thesis Coach in Company: Mag. Christa Kirchmair

	ACTIVITY	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
1	Hand in Master Thesis Exposé	x								
2	Approval of Master Thesis Exposé				x					
3	Reading literature and collecting information		x	x	x	x	x			
4	Construct the questionnaire and an interview outline				x	x				
5	Field research (conduct questionnaire and interview)				x	x	x			
6	Writing the first chapters (introduction, definition and background of the new world of work)							x		
7	Evaluation of results (questionnaire and interview)						x	x		
8	Discussing results with the thesis coach at university and the thesis coach at CovaFit							x		
9	Writing the last chapters of the thesis – presenting the results of the field work							x	x	x
10	Writing a conclusion of the thesis + giving further recommendations								x	x
11	CovaFit final approval of master thesis									x
12	Handover to coach									x
13	Continuous adaptation, review and consulting with the university and company coaches	x	x	x	x	x	x	x	x	x

List of References

- Badura, B., (2002). Betriebliches Gesundheitsmanagement – ein neues Forschungs- und Praxisfeld für Gesundheitswissenschaftler. *Journal of Public Health*, volume 10 number 2, 100-118. Downloaded on June 16th, 2011 from <<http://han.donau-university.ac.at/han/1503/www.springerlink.com/content/dt44062381181257/fulltext.pdf>>
- Badura, B., (2001). Betriebliches Gesundheitsmanagement. Was ist das, und wie lässt es sich erfolgreich praktizieren? *Bundesgesundheitsblatt – Gesundheitsforschung – Gesundheitsschutz*, volume 44 number 8, 780-787. Downloaded on June 13th, 2011 from <<http://han.donau-university.ac.at/han/3910/www.springerlink.com/content/eb792b3kc6154lqp/fulltext.pdf>>
- Badura, B., Schröder, H., Klose, J., Macco, K., (2009). *Fehlzeiten-Report 2010: Vielfalt managen: Gesundheit fördern – Potenziale nutzen*. 1st edition, Berlin: Springer Verlag GmbH
- Badura, B., Schröder, H., Klose, J., Macco, K., (2010). *Fehlzeiten-Report 2009: Arbeit und Psyche: Belastungen reduzieren – Wohlbefinden fördern*. 1st edition, Heidelberg: Springer Medizin Verlag
- Badura, B., Schröder, H., Vetter, C., (2008). *Fehlzeiten-Report 2008: Betriebliches Gesundheitsmanagement: Kosten und Nutzen*. 1st edition, Heidelberg: Springer Medizin Verlag
- Bartz, M. (2010). *Manufacturing Cycle Effectiveness*. Downloaded on April 28th, 2011 from <<http://newworldofwork.wordpress.com/2010/11/09/manufacturing-time-effectiveness-diese-gute-alte-kennzahl/>>
- Baumanns, R., (2009). *Unternehmenserfolg durch betriebliches Gesundheitsmanagement: Nutzen für Unternehmen und Mitarbeiter. Eine Evaluation*. 1st edition, Ibidem
- Beile, J., Jahnz, S., (2006). *Work-Life Balance und Unternehmenskultur. Die Praxis in Unternehmen*, Arbeitspapier Nr. 6 aus dem Projekt TiM, Universität Rostock. Downloaded on June 20th, 2011 <from http://www.projekt-tim.org/downloads/tim_arbeitspapier_06.pdf>

Bisson, P., Stephenson E., Viguerie P. (2010). The productivity imperative. Downloaded on April 28th, 2011 from <http://www.mckinseyquarterly.com/Organization/Strategic_Organization/The_productivity_imperative_2630>

Böhnisch, W. R., Krennmair, N., Stummer, H., (2006). Gesundheitsorientierte Unternehmensführung. Eine Werteperspektive. 1st edition, Wiesbaden: Deutscher Universitätsverlag/GWV Fachverlage GmbH

CovaFit (2011). Vital sein ist bewusst sein. Downloaded on 10th June, 2011 from <<http://www.covafit.com/>>

Commission of the European Communities (2001). Green Paper. Promoting a European framework for Corporate Social Responsibility. Downloaded on June 20th, 2011 from <http://eur-lex.europa.eu/LexUriServ/site/en/com/2001/com2001_0366en01.pdf>

Cullen, J. B., Parboteeah K. P. (2008). Multinational Management. 4th edition, Mason (USA): Thomson South-Western, a part of The Thomson Corporation

Daft, R. L., Marcic, D. (2009). Management – The New Workplace. 6th edition, South Western, a part of Cengage Learning

Dowling, P. J., Festing, M., Engle A. D. (2008). International Human Resource Management. 5th edition, London: Cengage Learning EMEA

Emmermacher, A., (2008). Gesundheitsmanagement und Weiterbildung. Eine praxisorientierte Methodik zur Steuerung, Qualitätssicherung und Nutzenbestimmung. 1st edition, Wiesbaden: Gabler/GWV Fachverlage GmbH

Gerhardus, A., (2010). Gesundheitsförderung und Evidenz – Gegensatz oder Beziehung mit Potential. Prävention und Gesundheitsförderung, volume 5 number 2, 62-63. Downloaded on June 12th, 2011 from <<http://han.donau-uni.ac.at/han/1503/www.springerlink.com/content/p65u763267055255/fulltext.pdf>>

Grote G., (2009). Management of uncertainty. 1st edition, London: Springer Verlag

Horváth, P., Gamm, N., Möller, K., Kastner, M., Schmidt, B., Iserloh, B., Kliesch, G., Otte, R., Braun, M., Matter, M., Pennig, S., Vogt, J., Köper, B. (2009). Betriebliches Gesundheitsmanagement mit Hilfe der Balance Scorecard. Downloaded on June 16th, 2011 from <<http://www.baua.de/cae/servlet/contentblob/813924/publicationFile/51611/F2126.pdf>>

Kaplan, R. S., Norton D. P. (1997). Balanced Scorecard: Strategien erfolgreich umsetzen. 1st edition, Stuttgart

Kebbekus, F., (2009). Effizienz und Effektivität von Prävention. Clinical Research in Cardiology Supplements, volume 4 supplement 2, 95-98. Downloaded on June 13th, 2011 from <<http://han.donau-uni.ac.at/han/1503/www.springerlink.com/content/604260k4721t155u/fulltext.pdf>>

Meerbeek, M., Randolph, K., Rasmus, W. D., Wilgenburgh, J., Meer, H., Witkamp, J., Kompier, H. (2009). A new way of working. Downloaded on April 27th, 2011 from <<http://cid92c80e0c461a73c2.office.live.com/self.aspx/NewWorldofWork/WhitePaperANewWayofWorkingMicrosoftNetherlandsExternal%20Customer%20Ready.pdf>>

Möller, K., Gamm, N., Braun, M., Iserloh, B., Kastner, M., Kliesch, G., Köper, B., Pennig, S., Vogt J. (2008). Strategische Steuerung der betrieblichen Gesundheitsförderung mit Strategy Maps. Zeitschrift für Management, volume 3 number 3, 247-280. Downloaded on June 13th, 2011 from <<http://han.donau-uni.ac.at/han/1503/www.springerlink.com/content/eu02837082854555/fulltext.pdf>>

Needle, D. (2004). Business in Context. 4th edition, London: Thomson Learning

Pfaff, H., Slesina, W. (2001). Effektive betriebliche Gesundheitsförderung – Konzepte und methodische Ansätze zur Evaluation und Qualitätssicherung, Germany: Juventa Verlag Weinheim und München. Downloaded on 16th June, 2011 from <<http://books.google.at/books?hl=de&lr=&id=DvKabyvu-7MC&oi=fnd&pg=PA9&dq=Evaluation+des+betrieblichen+Gesundheitsmanagements&ots=uCJPK9RPhO&sig=05XqoSufXGsmUTkGwz1wFIOMODU#v=onepage&q=Evaluation%20des%20betrieblichen%20Gesundheitsmanagements&f=false>>

Schönermark, M.P., Greif, K., (2008). Herausforderung Prävention – von der kurativen zur präventiven Medizin – strategische und operative Herausforderungen. HNO, volume 56 number 4, 389-396. Downloaded on June 13th, 2011 from <<http://han.donau-uni.ac.at/han/1503/www.springerlink.com/content/06207155h731n126/>>

Spiers, E., (2010). Motivating Employees: How to spark creativity without boosting pay. Downloaded on June 21st, 2011 from <<http://moneywatch.bnet.com/career-advice/article/review-drive-by-daniel-pink/388030/>>

Statistik-Austria (2009), Krankenstandsfälle und -tage 2009 nach Wirtschaftsklassen und Geschlecht. Downloaded on 20th June, 2011 from <http://www.statistik.at/web_de/statistiken/gesundheit/gesundheitszustand/kranknstandstage/022369.html>

Uhle, T., Treier, M., (2010). Betriebliches Gesundheitsmanagement. Gesundheitsförderung in der Arbeitswelt – Mitarbeiter einbinden, Prozesse gestalten, Erfolge messen, 1st edition, Berlin: Springer Verlag GmbH

Vocatus AG (2007). Work Life Balance – Ein weltweites Problem im Job. Downloaded on June 20th, 2011 from <<http://www.vocatus.de/presse/meldungen.php?pressemeldung=20070205>>

Zahn, L., (2010). Betriebliches Gesundheitsmanagement – Möglichkeiten und Grenzen der wirtschaftlichen Evaluation, 1st edition, Norderstedt: Books on Demand GmbH