



CASE STUDY

Create A Culture That Embraces & Supports Employee Wellbeing

FINISH LINE



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The Finish Line, Inc. is a leading athletic retailer of footwear, apparel and accessories headquartered out of Indianapolis, Indiana. The company has more than 14,000 employees and has retail locations in 48 states.

Kim Kurtz, Benefits Manager, is a serious proponent of Finish Line's mission to reach its entire staff and engage them in ways that keep them active and healthy. Kim Kurtz was excited when, back in 2011, Finish Line began discussing ways to implement an employee wellbeing program for its workforce.

Initially the company's efforts focused on offering biometric screenings, on-site blood drives, flu shot clinics, and an on-site fitness center.

While these were great initial steps toward keeping its workforce healthy, Finish Line had low participation in these endeavors and realized its new wellbeing program wasn't engaging its whole workforce in the way it had envisioned.

Finish Line decided it needed to enhance its employee wellbeing strategy to include incentives and add more culture-building components that could reach and engage all employees to keep wellbeing top of mind. One of Finish Line's most important goals was to find a program that excited employees and engaged them on a daily basis.

Finish Line At a Glance:

14K+

employees across all retail locations

63%

employees enrolled in Virgin Pulse

70%

employees getting enough physical activity to meet recommended levels for good health

9884

members' average daily steps



Sync Wellness Benefits with Virgin Pulse and Alleviate Administrative Burden

When Finish Line began reviewing vendors, it recognized that Virgin Pulse's unique online platform would engage employees in wellbeing and eliminate much work on the administrative side. It also appealed to Finish Line's company culture of keeping physically active, as there are plenty of options for challenges between Finish Line employees.

Finish Line also recognized that Virgin Pulse provided a cleaner, more robust, and more engaging experience than other solutions the company evaluated. In addition to having a user-friendly online portal, the fact that Virgin Pulse also offered incentives, wearable fitness devices, and challenges sealed the deal for Finish Line.

In January 2013, Finish Line rolled out Virgin Pulse to its nearly 1,000 employees at the headquarters in Indianapolis. Excited about all the capabilities with Virgin Pulse, Finish Line dove in right away and began utilizing many of the benefits of this new employee wellbeing platform.

For Finish Line, a company that was already activity focused, this meant engaging employees to learn about all the areas wellbeing encompasses—like nutrition, sleep, stress, and more—and work toward creating daily habits that address all of these areas.

To launch the new program, Finish Line hosted a kick-off event to give employees a first look at the new wellbeing program and get them amped up to begin participating. But Finish Line wanted to make sure the buzz didn't end with the launch event, so it placed posters around the office to encourage employees to continue tracking activity and joining challenges.

Finish Line also used Virgin Pulse's activation campaign resources. Employees received regular engagement communications encouraging them to enroll in the program and informing them on how to use it, while keeping wellbeing in mind during the workday.

“

The communication from Virgin Pulse keeps wellbeing top of mind by offering challenges, sending out reminders, or launching the program individually when a new employee comes on board. That's taken a lot of the burden off of us.”

Kim Kurtz,
Benefits Manager, Finish Line



One of Finish Line's main goals was to create a lasting culture change within the organization—one where wellbeing was something employees thought about, talked about, and started to live out.

To drive the culture changes Finish Line believed were necessary to influence lasting behavior change, it made a list of things it could change at a company level to encourage wellbeing. The list included making the campus tobacco-free, offering free fruit throughout the office, and creating a weekly walking group.

The company also built a certified CrossFit gym and hired a full-time CrossFit trainer to hold daily on-site exercise classes for employees. In an impressive move towards supporting activity, Finish Line also installed an on-site, outdoor track for employees to use.

“

The biggest way Virgin Pulse has helped us is with reducing the administrative burden, as well as communicating about and driving engagement in the program, it would be very cumbersome to track incentives manually. With the employees' personalized portal, they know where they stand at all times”

Kim Kurtz,
Benefits Manager, Finish Line

To address preventive health solutions, Finish Line provided the on-site flu shot clinics, blood drives, and the biometric screenings it offered from the beginning, but this time it added incentives.

Then it came back to Virgin Pulse to ask what other companies were incorporating through their wellbeing hub to get ideas for what could work at Finish Line.

Virgin Pulse suggested holding seminars and lunch-and-learns focusing on broader topics of wellbeing like stress management, financial wellness, personal finances and even hearing clinics. Finish Line knew they were hitting their culture-changing goals when they had to extend their hearing screening by four days because they were completely booked.

In addition to implementing these regular seminars on financial wellness, personal finances and stress management, all incentivized through Virgin Pulse, Finish Line also began providing in-house massage therapy where employees could sign up for on-site massages to help them cope with stress.

SOLUTION

In time, employees began to notice that the day-to-day conversation in the office had changed—instead of just complaining about having to park far away that day, employees started seeing the benefit and began saying things like, “but at least I’m getting in more steps!”

Conversation in the kitchen areas also became more wellbeing centric as employees discussed new ways they’d found to eat healthier, get in more daily activity, make time for the gym, and even plan weekly walking meetings.

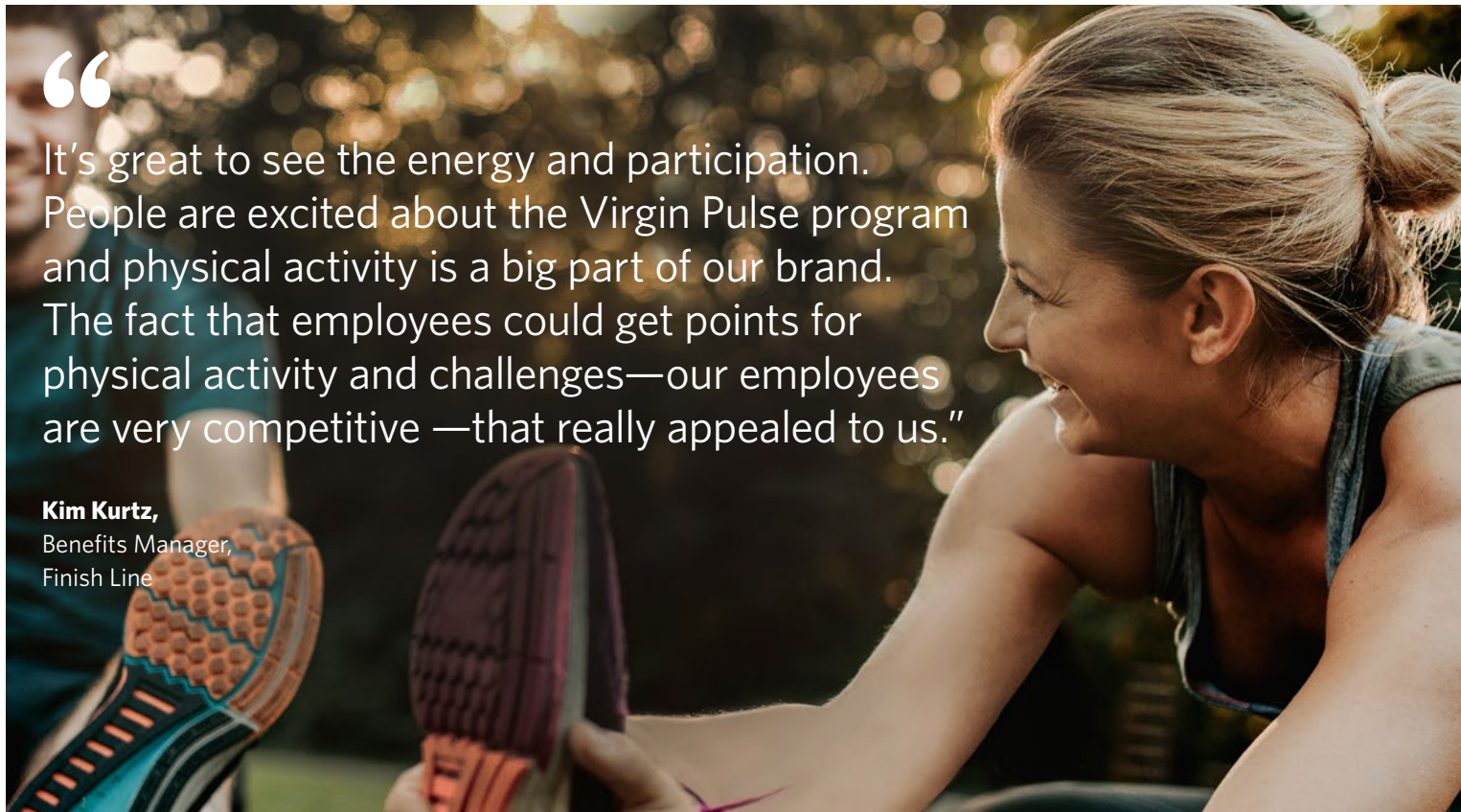
To keep employees engaged and motivated in the program, Finish Line sends out monthly newsletters. It features tips to drive wellbeing, a featured success story, invitations to seminars or lunch-and-learns, information about upcoming health screenings, and other wellness activities happening that month.

Virgin Pulse’s personalized portal enables employees to keep track of their own health and wellbeing, and allows them to know exactly how they’re doing at any point in time. The addition of Virgin Pulse’s wellbeing platform, as well as the incentives, boosted engagement beyond Finish Line’s expectations as 31 percent of participating members have shifted into the high-activity categories.

“

It’s great to see the energy and participation. People are excited about the Virgin Pulse program and physical activity is a big part of our brand. The fact that employees could get points for physical activity and challenges—our employees are very competitive—that really appealed to us.”

Kim Kurtz,
Benefits Manager,
Finish Line



Develop A Company Culture Focused On Health And Wellbeing

In less than two years, Finish Line has moved toward creating a workplace culture that revolves around health and wellbeing for its employees.

"The way we've measured the success of the program is the shift in culture here at Finish Line," Kurtz says. "We are more about wellbeing and we weren't as focused on that before. "It's infectious when you hear people talking in the hall about doing challenges; there's more energy and people are excited about coming to work," she added.

With 63 percent of employees enrolled in the program, Virgin Pulse has expanded the company's view on employee wellbeing to include a more holistic approach that supports all aspects of wellbeing.

The Virgin Pulse program has also given Finish Line a leg up on recruitment and employee retention. "People who hear about the wellbeing program we have here with Virgin Pulse want to come work with us," Kurtz elaborates. "The employees we have want to stay as a result."

Finish Line has big plans for employee wellbeing in the years ahead. In 2015, Finish Line plans to rollout Virgin Pulse to more than 3,000 additional employees in retail stores across the country. The Finish Line team is thrilled to provide Virgin Pulse to its entire full-time workforce and is excited about the added wellbeing benefits for their employees and about how it will bring staff together even though they're states apart.

With the Virgin Pulse program in place, Finish Line successfully experienced the culture change it was looking for — one where employees talk the talk about wellbeing and where they've learned how to walk the walk.



Ready to take your employee wellbeing program to the next level? [Talk to an expert at Virgin Pulse to get started.](#)

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