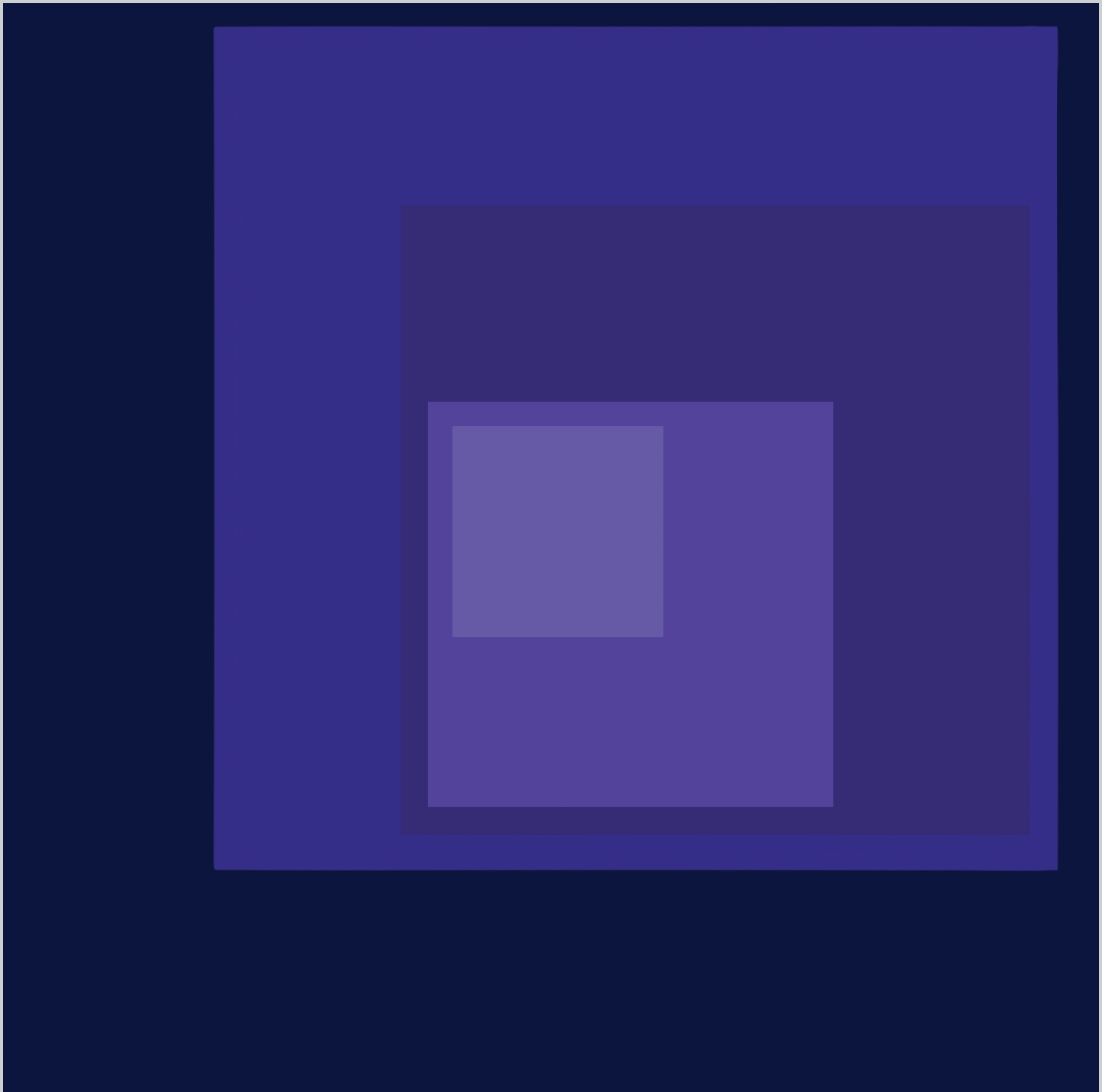


Boris Miethlich



Vocational Rehabilitation in Small and Medium-sized Enterprises

An Integrated Management Perspective on Potentials and Business Impact

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Logos Verlag Berlin



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Boris Miethlich

Foreword

During my work as a consultant for vocational rehabilitation of illness, accident, and birth-disabled persons for social security services (disability insurance) in Switzerland, I noticed that some companies are regularly and actively involved in vocational rehabilitation. These companies also like to employ persons affected after successful vocational rehabilitation. This phenomenon led me to conclude that vocational rehabilitation and the employment of people with disabilities must benefit companies.

In contrast to some European countries, there is no obligation or quota for companies in Switzerland to rehabilitate or continue to employ sick or injured employees. It is an exclusively voluntary social commitment in Switzerland. Interestingly, SMEs seem more involved in vocational rehabilitation than large companies. However, there is hardly any empirical evidence of a business benefit or advantage for companies in the literature. This context gave rise to the idea and motivation to conduct in-depth research into vocational rehabilitation's business potential.

Vocational rehabilitation and the employment of people with disabilities are critical social concerns that companies must address as part of their CSR strategy. Nevertheless, vocational rehabilitation seems to have gained importance for companies in the context of the increasing importance of CSR, nor given the threat of a shortage of skilled workers due to the expected demographic development.

The present research results allow conclusions about the business impact and potential of vocational rehabilitation in SMEs, which interest both companies and insurance companies. Managers can use the results as a business management decision basis for or against a commitment to vocational rehabilitation. On the other hand, insurance companies can derive a possible need for action to develop measures that increase the willingness of companies to get involved in vocational rehabilitation. Companies' assumption of social responsibility is becoming increasingly important in securing a company's economic growth. Sustainability and the assumption of social responsibility are becoming increasingly essential factors in consumers' purchasing decisions due to the growing awareness of these concerns.

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List of Abbreviations

ADA	Americans with Disabilities Act
AHV	Old-age and survivor's insurance (<i>“Alters- und Hinterlassenenversicherung”</i>)
BE	Business Ethics
CC	Corporate Citizenship
CS	Corporate Sustainability
CSR	Corporate Social Responsibility
EASHW	European Agency for Safety and Health at Work
EC	European Commission
EFQM	European Foundation for Quality Management Model
Gen.	Cooperative (<i>“Genossenschaft”</i>)
ILO	International Labour Organization
IV	Disability insurance (<i>“Invalidenversicherung”</i>)
KI	Key-Informant
MNU	Multinational companies
NGO	Non-governmental organisation
OHS	Occupational safety and health
PR	Public relations
PWD	People with disabilities
RBV	Ressource Based View
ROI	Return on investment
RTW	Return to work
SGMM	St. Gallen Management Model
SME	Small and medium-sized enterprises
UN	United Nations
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
unv.	Inaudible (<i>“Unverständlich”</i>)
VR	Vocational Rehabilitation
VRIO	Value-Rarity-Imitability-Organisation (framework)
WHO	World Health Organization

Introduction

After an accident or severe illness, returning to work can become difficult or impossible due to long periods of incapacity or permanent restrictions. Employment is considered one of the important aspects of social inclusion.¹ For persons who have completed their health rehabilitation and whose health condition has been stabilized, the health rehabilitation should ideally be conducted along with vocational rehabilitation to support a successful integration in the labour market. Other persons are disabled from birth. People with disabilities (PWD) can benefit from similar measures specifically targeted at them. Vocational rehabilitation can be understood as a variant of PWD employment.

From a business management perspective, the influence of vocational rehabilitation and PWD employment on the business has not been sufficiently investigated.² There is hardly any empirical data on the impact of vocational rehabilitation on a company, the organisation, or the business's success. A comprehensive investigation of the influence of vocational rehabilitation on companies from a business management point of view is still pending.

So far, research shows that PWD employment in general and vocational rehabilitation, in particular, can benefit the individual, society, and the company employing PWD. Studies show that vocational rehabilitation reduces overall disability rates and health costs³ for society in the long term and secures the professional future of those affected.⁴ For companies, the employment of PWD can bring various advantages, such as employee loyalty and motivation, positive company image, diversity of customers, customer loyalty and satisfaction, innovation, productivity, work ethic, safety, and inclusive work culture.⁵ Additionally, personnel costs can be reduced by exploiting state subsidies or tax benefits.⁶

Successful vocational rehabilitation depends mainly on the implementation of the company. A positive social response to disability in the workplace significantly reduces the stigma and threat of job loss for the affected, leading to better psychological conditions and faster rehabilitation.⁷ In contrast, it was proven by various western countries that legislation alone is insufficient for promoting the employment of PWD. Companies rarely implement legal directives and guidelines and do not claim government support, probably due to inexperience.⁸ Despite all

¹ cf. Kuznetsova, 2012, p. 1; Bennett, 2011, pp. 347 et seq.; Werner, 2009, p. 545.

² cf. Aichner, 2021, pp. 1; Lindsay/Cagliostro/Albarico/Mortaji/ Karon, 2018a, p. 634.

³ cf. Cullen/Silverstein/Foley, 2008, p. 65.

⁴ cf. Miethlich/Slahor, 2018a, pp. 351-352.

⁵ cf. Aichner, 2021, p. 2; Lindsay et al., 2018a, pp. 651-653.

⁶ cf. Csillag/Gyori, 2016, p. 864.

⁷ cf. Cullen et al., 2008, pp. 68-69; Millington et al., 2003, pp. 317 et seq.

⁸ cf. Wiggett-Barnard/Swartz, 2012, p. 1017; Vilchinsky/Findler, 2004, p. 315.

governmental efforts (e.g., legal provisions, anti-discrimination laws, equal treatment regulations), PWD continue to be affected by unemployment to an above-average extent.⁹ PWD's difficulties in the labour market and the failure of government measures to promote PWD employment indicate the need to address this issue as part of the CSR strategy of companies.¹⁰ The promotion of employment and social inclusion of PWD can also be seen as a central component of a company's social commitment to its employees and society.¹¹

Besides being of great service to society when employing PWD and providing vocational rehabilitation opportunities, the literature indicates that PWD employment positively impacts business success.¹² Recent demographic and economic developments, such as the global recession and the ageing of the baby boomer generation, have created a shortage of skilled workers for employers and, as a result, rising costs.¹³ Therefore, companies are even more challenged to cultivate good human resource management to maintain or gain market share and competitive advantages and ensure their survival.¹⁴ The PWD segment is a mostly untapped market for products and services¹⁵ and has an enormous untapped workforce potential.¹⁶ The exclusion of disadvantaged groups, like PWD, can be seen from a value chain perspective as a waste of resources on an individual, entrepreneurial, national and global level.¹⁷

Although many companies increasingly recognise the benefits of diversity in their workforce and mention PWD as part of their diversity statement, they do not specify their commitment.¹⁸ This situation is also reflected in the fact that most multinational companies respond to PWD in their organizational norms and values but do not further incorporate this into their corporate culture, personnel policies or work environment.¹⁹ The confessions are usually limited to non-discrimination, equality and human rights issues.

It is striking that despite this high relevance for companies, only a small number of scientific papers on the economic effects of vocational rehabilitation in companies have been published to date.²⁰

⁹ cf. Markel/Barclay, 2009, pp. 305-306.

¹⁰ cf. Miethlich/Slahor, 2018b, pp. 1444-1445; Kuznetsova, 2012, pp. 2-3.

¹¹ cf. Miethlich/Slahor, 2018b, pp. 1453-1454; Kuznetsova/Yalcin, 2017, pp. 249-250; Monachino/Moreiram, 2014, p. 53; Saunders/Nedelec, 2014, p. 100; Markel/Barclay, 2009, p. 316.

¹² cf. Lindsay et al., 2018a, p. 634.

¹³ cf. Patel, 2014, pp. 1 et seq.

¹⁴ cf. Araten-Bergman, 2016, p. 1510; Noor/Khalid/Rashid, 2014, pp. 25-26.

¹⁵ cf. Collins, 2007, pp. 157 et seq.

¹⁶ cf. Buys/Matthews/Randall, 2015, p. 821.

¹⁷ cf. Dyda, 2008, pp. 147 et seq.

¹⁸ cf. Gould/Mullin/Harris/Jones, 2021, p. 1; cf. Ball/Monaco/Schmeling/Schartz/Blanck, 2005, p. 98.

¹⁹ cf. Gould et al., 2021, p. 1; Glade et al., 2020, p. 86; Kuznetsova, 2012, p. 13; Lysaght, 2010, pp. 233-234; Gilbride/Stensrud/Vandergoot/Golden, 2003, pp. 130-131.

²⁰ cf. Aichner, 2021, pp. 1; Lindsay et al., 2018a, p. 634.

This study suggests integrating vocational rehabilitation into the CSR strategy of companies to foster the benefits of employing PWD. This approach has been successfully proven by occupational safety and health frameworks that have been integrated into CRS frameworks, leading to the diffusion of occupational health and safety and reducing work-related accidents.²¹ But promotion and education are also necessary for Occupational safety and health (OHS). Current strategies to promote OHS by the European Commission (EC) and the European Agency for Safety and Health at Work (EASHW) directly target companies and try to create a link between OHS and CSR to achieve strategic importance for companies through a business case.²² OHS and workplace innovation are also important goals of the EU 2020 Strategy on smart, sustainable and inclusive growth.²³

OHS is a central topic in all international CSR frameworks and standards. Vocational rehabilitation and the employment of people with disabilities, or rather disability in general, are not considered. Disability continues to be a blind spot in sustainability frameworks and standards. So, this concern is usually not mentioned in the sustainability reports of most companies. Considering disability in CSR frameworks and standards, this commitment would automatically become part of CSR reporting. Thus, although only indirectly, a company would have to account for the decision to become involved in vocational rehabilitation and employ or not employ people with disabilities. OHS is an exemplary example, which has experienced significant promotion, mainly through its inclusion in CSR frameworks and standards. Today, companies take OHS seriously as a social and societal concern and consistently consider it in their CSR strategy.²⁴

Although there has been a growing interest in a comprehensive understanding of the implementation of CSR initiatives in the past two decades,²⁵ there is only little reference in the literature on the implementation and adaptation of the employment of PWD as a CSR initiative.²⁶

PWD employment and vocational rehabilitation are important social responsibilities that should be addressed by corporate social responsibility (CSR) strategies.²⁷ Vocational rehabilitation offers a unique and interesting opportunity to implement CSR activities within the company with its employees' participation.²⁸ Many companies have recognised that the awareness of CSR is increasing among customers. Companies have, therefore, already recognized CSR activities as a success

²¹ cf. Miethlich, 2019, p. 333.

²² cf. Zwetsloot/Pot, 2004, pp. 122-123.

²³ cf. EC, 2010, n. pag.

²⁴ cf. Miethlich, 2019, p. 336.

²⁵ cf. Wang/Tong/Takeuchi/George, 2016, p. 535.

²⁶ cf. Csillag/Gyori/Matolay, 2018, pp. 71-72; Pérez/Romeo/Yepes-Baldó, 2018, p. 106; Bennett, 2011, p. 348.

²⁷ cf. Kuznetsova, 2012, p. 13.

²⁸ cf. Miethlich/Slahor 2018b, pp. 1450-1454.

factor and competitive advantage.²⁹ Also, in project tenders, the CSR activities of the companies are increasingly taken into account and weighted as an essential criterion for awarding contracts.

This dissertation aims to contribute to closing the research gap regarding the business impact of vocational rehabilitation. The research is conducted from an integrated management perspective by examining and analysing companies' efforts in vocational rehabilitation and their effects. The study's main aim is to explore and operationalise the direct and indirect impacts of vocational rehabilitation on business and develop an explanatory model to show an optimal implementation of vocational rehabilitation and the realisation of emerging potentials. The explanatory model is intended to provide companies with a basis for deciding whether or not they want to participate in vocational rehabilitation and, in addition, to offer guidance for implementation.

The research subject of this study is the business potential and impact of vocational rehabilitation in small and medium-sized enterprises (SMEs). Since the social security, insurance systems and other relevant factors differ from country to country, this study focuses on the German-speaking part of Switzerland. The findings should be validated for other countries in later studies, and the conclusions should be generalized further.

²⁹ cf. Matten/Crane, 2007, p. 58.

1 The current state of dealt problems inland and abroad

This chapter provides an overview of the literature, defines the terms relevant to this study, the concepts and models used or referred to in the investigation, and the theoretical reference framework.

1.1 People with disability and their employment

There are persons with disabilities (PWD) who are not affected in their workplace or workplace. However, some impairments or handicaps keep people from entering the labour market, require additional support when entering working life, force people to switch jobs or occupations, or entirely give up employment.³⁰ The social integration of PWD is still an unresolved problem, mainly because it is still understood as a health-related rather than a political issue.³¹

1.1.1 What is a disability?

The OECD argues that the term “disability” should no longer be equated with “inability to work”.³² However, there is a persistent tendency in politics, legislation, and science to misleadingly equate disability with “poor health” and, consequently, the approach to overcome the discrimination of people with disabilities by medical rather than political means. In a cultural environment geared towards non-disabled lifestyles, equality for people with disabilities can only be achieved through far-reaching structural and cultural changes.³³ These considerations are based on the insight that people with disabilities are “handicapped” not by the impairments themselves but by the mental and physical barriers of the environment.³⁴ However, there is no generally established definition of disability. The existing definitions vary depending on the intended use.³⁵ The Americans with Disabilities Act (ADA) defines a disabled person “as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment”.³⁶ Sitting, standing, lifting, and mental, emotional and cognitive processes are considered essential life activities.³⁷ The World Health Organization (WHO) distinguishes between three terms when defining disability. “Impairment”: A

³⁰ cf. Niehaus, 1997, p. 32.

³¹ cf. Potheir/Devlin, 2006, pp. 9 et seq.; Barnes, 2003, pp. 20-21; Üstün et al., 2001 as cited in Collins, 2007, p. 158.

³² cf. OECD, 2003, p. 11.

³³ cf. Barnes, 2003, pp. 20-21.

³⁴ cf. Barnes, 2003, p. 9.

³⁵ cf. Houtenville/Kalargyrou, 2012, p. 41.

³⁶ cf. ODEP, 2018, n. pag.

³⁷ cf. Houtenville/Kalargyrou, 2012, p. 41; Lengnick-Hall, 2007, pp. 1 et seq.

permanent damage to health resulting from an illness, congenital damage, or an accident. “Disability”: The damage leads to a functional impairment of the abilities and activities of the person affected. As well as “handicap”: The social impairment is a consequence of the damage and manifests in personal, family-related, and social consequences. This definition on which this study is based is defined in the Swiss Disability Equality Act: A person with disabilities is a person who has a presumably permanent physical, mental or psychological impairment that makes it difficult or impossible for them to carry out everyday activities, maintain social contacts, move around, receive training and further education or to pursue employment (“*Mensch mit Behinderungen (Behinderte, Behinderter), ist eine Person, der es eine voraussichtlich dauernde körperliche, geistige oder psychische Beeinträchtigung erschwert oder verunmöglicht, alltägliche Verrichtungen vorzunehmen, soziale Kontakte zu pflegen, sich fortzubewegen, sich aus- und weiterzubilden oder eine Erwerbstätigkeit auszuüben.*”).³⁸

Disability is a permanent limitation of a person's functional capabilities. Depending on the type of limitation, the person is restricted to a greater or lesser extent by the environment in their participation in society.

1.1.2 Historical development of the understanding of disability in society

The first references to society's attitude towards PWD stem from ancient Egypt, which existed from about five thousand to about thirty years before the birth of Christ. In addition to mummies of persons of small stature (“dwarfs”), there are also indications that people of small stature held various high functions as officials. There were also two dwarf deities, “Ptah” and “Bes”, in ancient Egypt. All in all, people of short stature were portrayed positively in various roles in ancient Egypt. In contrast, blind persons seemed to be especially valued as harp players and singers.³⁹ In Mesopotamia, PWD did not seem to be excluded from society either; instead, their difference was recognized.⁴⁰

Historians disagree on the role of PWD in human history and the origins of prejudice and discrimination against PWD.⁴¹ However, there seems to be little evidence from ancient Greece that PWD were marginalised or socially excluded. At the same time, it is probably worth bearing in mind that in the ancient world, newborns with massive disabilities could not survive for long. For example, newborns with spinal cord injuries have survived only since the 1960s.⁴² Nevertheless, ancient Greece does not seem to report anything positive about PWD either. However, there is evidence that newborns who did not conform to aesthetic ideals were given away or killed. There

³⁸ cf. BehiG, 2017, pp. 1-2.

³⁹ cf. Slorach, 2016, p. 47.

⁴⁰ cf. Quarmby, 2011, p. 26.

⁴¹ cf. Slorach, 2016, p. 47.

⁴² cf. Slorach, 2016, p. 47.

are also anecdotes that in ancient Greece, PWD were stigmatised as “scapegoats”. Thus, in the event of catastrophes befalling a city, the most disfigured person was to be sacrificed or banished to drive away evil.⁴³

In emerging ancient Rome, deformed or disabled children were killed at birth by law. PWD were also paraded or abused in spectacles for the public's amusement. The exception was persons of small stature (“dwarfs”). As in Ancient Egypt, these were given privileged positions in the state, such as at court. However, they were also kept as “pets” among the relatives of the emperors.⁴⁴

As ancient Greece and Rome more influenced modern culture than Egypt or Mesopotamia,⁴⁵ it is reasonable to assume that modern attitudes towards PWD can be directly traced back to the ideals of physical beauty and perfection of ancient Greek and Roman culture. Accordingly, reservations about PWD are deeply rooted in the culture.⁴⁶ In Europe, PWD were seen as sinners in the Middle Ages and in league with the devil. Children with disabilities were evidence of the devil's existence and power over humanity in the witch hunt. Accordingly, disabilities were seen as an obsession or disease to be fought and overcome. This attitude seems to persist to this day.⁴⁷ In ancient Russia, on the other hand, the mentally disabled in the Middle Ages were said to have a special closeness to God and were respected accordingly. Some lived in the tsars' courts, and the Orthodox Church even canonised some.⁴⁸

PWD were then mainly regarded as a wonder of nature in the Victorian era and, therefore, as curiosities and collectables.⁴⁹ Industrialisation significantly worsened the situation of PWD. They did not find jobs or only those who did not want from others. PWD were understood as idiots who were considered unnecessary. Therefore, in the USA, PWD were banned from the public sphere until the 1920s and kept in prisons and private institutions. The PWD were thus out of society's consciousness, and it was considered dangerous to know a PWD. Even today, PWD are considered “unreliable witnesses”, and their testimonies are not admissible in court. Therefore, it is not surprising that some PWD worked in “freak shows” to earn their living and thus avoid detention in an institution.⁵⁰ Nevertheless, at this time, various associations, primarily based on Christian values, emerged to advocate for different groups of PWD.⁵¹

Third Reich Germany pursued eugenics, i.e., the targeted selection of the gene pool, and had all disabled newborns killed. In the course of the Holocaust, PWD were systematically killed. In other countries, eugenics was carried out in that PWD were

⁴³ cf. Quarmby, 2011, pp. 18-19.

⁴⁴ cf. Quarmby, 2011, pp. 23-24.

⁴⁵ cf. Quarmby, 2011, p. 26.

⁴⁶ cf. Quarmby, 2011, pp. 18-19.

⁴⁷ cf. Quarmby, 2011, pp. 30-32.

⁴⁸ cf. McCagg/Siegelbaum, 1989, pp. 14-18.

⁴⁹ cf. Quarmby, 2011, p. 24.

⁵⁰ cf. Quarmby, 2011, pp. 43-48.

⁵¹ cf. Quarmby, 2011, p. 55.

sterilised and thus prevented from reproducing, or PWD were forbidden to marry.⁵² The Second World War left many war invalids for whom countries offered support and subsequently increased the acceptance of PWD in society.⁵³

Communism also showed a negative attitude towards PWD. According to Marx, the provision of labour capacity was the top priority of every citizen.⁵⁴ In the Soviet Union, although PWD were targeted and integrated into society as much as possible, dissidents were medicalised in line with Socialist ideals, and dissidence was seen as a disability. Dissidents were “treated” and kept in psychiatric hospitals.⁵⁵

A growing part of the world population is considered disabled. The more technical and culturally developed a society is, the more impairments and disabilities are created due to the ever-increasing competitiveness and demands.⁵⁶ At the same time, IT and digitisation offer new opportunities for PWD to participate in society and the world of work.⁵⁷ Modern society today offers PWD the potential to lead a fulfilling life. With the development of assistive technologies and the rapid growth of IT, PWD are able to participate as much as possible in society, education and working life. However, in a capitalist society, only those with sufficient financial resources have access, so many PWD continue to be denied full participation in society.⁵⁸

Disability is still one characteristic that differentiates individuals and groups from others while exposing them to social, economic, and political exclusion and discrimination.⁵⁹ This is likely due to a recognisable and deep-rooted cultural bias against people with disabilities in the Western world. This bias can be traced back to antiquity⁶⁰ and can still be observed in various forms today, despite significant progress. It is evident, for example, in debates on abortion and euthanasia.⁶¹

Prejudices against PWD are culturally deeply rooted in society. But even today, the prevailing values seem to leave little room to revise preconceptions. For example, the value of a person is defined by their socio-economic status, mostly derived from their economic performance - without considering their contribution to society.

1.1.3 Variants of the integration of people with disabilities into the labour

In addition to regular employment and employment in the open labour market, various functioning employment models exist for people with disabilities. These employment models vary depending on the type of financing and integration into the

⁵² cf. Quarmby, 2011, pp. 45-55.

⁵³ cf. Quarmby, 2011, p. 70.

⁵⁴ cf. Quarmby, 2011, p. 55.

⁵⁵ cf. McCagg/Siegelbaum, 1989, pp. 253-257.

⁵⁶ cf. Oliver, 1990 as cited in Barnes 2003, p. 2.

⁵⁷ cf. Migliaccio, 2016, pp. 64-65.

⁵⁸ cf. Slorach, 2016, p. 259.

⁵⁹ cf. Klimeczuk, 2013, p. 185.

⁶⁰ cf. Gleeson, 1999; Stiker, 1999; Oliver, 1990 as cited in Barnes, 2003, p. 15.

⁶¹ cf. Barnes, 2003, p. 16.

work process.⁶² For companies wishing to employ PWD, there is extensive support from the insurance companies, especially when covering costs for adjustments to a workplace or a longer training period.⁶³

There are sheltered workshops for PWD who have no prospects in the labour market, usually financed by the state. Their primary purpose is employment and social integration.⁶⁴ In this context, it should be mentioned that according to the UNCRPD Convention, these sheltered workshops should disappear in the long term, and all PWD should have the opportunity to work in the economy in the spirit of inclusion.⁶⁵ The international policy pursues the long-term goal of comprehensive social inclusion of PWD, including the field of work. While this goal is worthwhile, it seems unrealistic as there are severely disabled persons who require intensive or specific care, which is likely to be implementable only in an institutional setting.

1.1.4 Success factors of the integration of people with disabilities into the labour

For most people, the disability is not directly visible, and only a relatively small proportion are physically disabled.⁶⁶ Physically disabled people seem to have a fundamentally better chance of finding employment than people with mental or psychological disabilities or those suffering from chronic pain.⁶⁷ Nevertheless, it is challenging for people with visible disabilities to obtain jobs with direct customer contact.⁶⁸

As the impairment handicaps the person's essential life activities, the promotion of PWD employment often focuses on tailoring each workplace to the person's needs and the business context in which they operate.⁶⁹ Despite the relevance of workplace adjustments, the crucial element in the proactive engagement of PWD is the reduction of mental and physical barriers within the company.⁷⁰ An organizational diversity climate is essential for integrating PWD into the workforce.⁷¹ A disability-friendly and more accessible culture can only be created if it is possible to overcome prejudices and stereotypes.⁷² This can be achieved by raising the awareness of all employees.⁷³ Continuous signals from the top management illustrating the intent of

⁶² cf. Csillag/Gyori, 2016, p. 861.

⁶³ cf. Morger, 2006, pp. 22-25.

⁶⁴ cf. Fournier-Buchs/Gobelet, 2006, pp. 396-397.

⁶⁵ cf. Márton/Polk/ Fiala, 2013, n. pag.

⁶⁶ cf. Niehaus, 1997, p. 45.

⁶⁷ cf. Herpich/Steinle, 1983 as cited in Niehaus, 1997, p. 45.

⁶⁸ cf. Psychologische Forschungsgruppe Schönhals, 1990 as cited in Niehaus, 1997, p. 45.

⁶⁹ cf. Markel/Barclay, 2009, p. 306.

⁷⁰ cf. Hidegh/Csillag, 2013, pp. 24-25; Markel/Barclay, 2009, pp. 312-313; Schur/Kruse/Blanck, 2005, p. 5.

⁷¹ cf. Araten-Bergman, 2016, pp. 1513-1514; Samant et al., 2009, p. 183; Schur/Kruse/Blasi/Blanck, 2009, pp. 399-400.

⁷² cf. Gould et al., 2021, p. 1; Houtenville/Kalargyrou, 2012, p.48.

⁷³ cf. Segovia-San-Juan et al., 2017, p. 631; Houtenville/Kalargyrou, 2012, p. 48; Bengisu/Balta, 2011, p. 48.

integrating PWD in the company are essential,⁷⁴ especially since many workplace adjustments and other employees' support are needed.⁷⁵ Companies should emphasize the importance and their positive attitude towards employing a diverse workforce.⁷⁶ A company's commitment to employing PWD helps to reduce mental barriers and overcome stereotypes.⁷⁷

Individual adjustments to the workplace and work environment according to disability are often necessary⁷⁸ or assistive technology might be needed.⁷⁹ Technological development and innovations constantly offer new opportunities to compensate for impairments even more effectively.⁸⁰ Through barrier-free workplaces⁸¹ respectively, the implementation of universal workplace design strategies⁸², and accessible technologies,⁸³ jobs can, in principle, be made accessible to many disabled persons. In addition to the workplaces, the entire company infrastructure should be accessible for PWD.⁸⁴ The corporate website should be barrier-free and accessible in simple formats.⁸⁵ This also applies to the online application processes and printed materials (e.g. large print, Braille or audio recordings).⁸⁶ This will free the environment from access discrimination.⁸⁷ Additionally, adjustments to the job profile⁸⁸ or the general conditions may be required. Such as the need for an irregular work schedule, change in shift schedules,⁸⁹ flexible working hours or the possibility of remote work (telecommuting).⁹⁰

In addition to the proactive employment of the PWD, companies can also support and promote their career entry. This can be done through training and placement programs for PWD in entry-level positions.⁹¹ PWD can be made fit for work and return to the labour market after a long period of unemployment or disability through a temporary job or internship.⁹² Internships and other employment opportunities are also important for graduates with disabilities to get started quickly.⁹³ Collaboration with

⁷⁴ cf. Glade et al., 2020, p. 85; Phillips/Houtenville/O'Neill/Katz, 2019, p. 1; Bruyère/Erickson/VanLooy, 2006, pp. 15-16; Ball et al., 2005, p. 102; Schur et al., 2005, p. 9.

⁷⁵ cf. Colella, 2001, pp. 111-112.

⁷⁶ cf. Markel/Barclay, 2009, p. 308.

⁷⁷ cf. Schur et al., 2005, p. 9.

⁷⁸ cf. Kuznetsova, 2012, p. 5; Bengisu/Balta, 2011, p. 43; Ball et al., 2005, pp. 101-102.

⁷⁹ cf. Markel/Barclay, 2009, p. 306.

⁸⁰ cf. Mitchell/Snyder, 2015, p. 57.

⁸¹ cf. Kuznetsova, 2012, p. 10; Ball et al., 2005, pp. 101-102.

⁸² cf. Kuznetsova, 2012, p. 6; Markel/Barclay, 2009, p. 315.

⁸³ cf. Scharz/Scharz/Blanck, 2002, pp. 648-650.

⁸⁴ cf. Segovia-San-Juan et al., 2017, pp. 631-632.

⁸⁵ cf. Segovia-San-Juan et al., 2017, pp. 631-632; Kuznetsova, 2012, p. 10.

⁸⁶ cf. EEOC, 2018, n. pag.

⁸⁷ cf. Markel/Barclay, 2009, p. 309.

⁸⁸ cf. Schur et al., 2005, p. 13; Colella, 2001, p. 101.

⁸⁹ cf. Schur, 2014, p. 601; Markel/Barclay, 2009, p. 306; Schur et al., 2005, p. 16; Colella, 2001, p. 101.

⁹⁰ cf. Phillips et al., 2019, p. 11; Miethlich/Slahor, 2018a, p. 4; Schur, 2014, p. 605; Schur et al., 2005, p. 16.

⁹¹ cf. Sherbin/Kennedy, 2017, n. pag.

⁹² cf. Bennett, 2011, p. 352.

⁹³ cf. Kuznetsova, 2012, pp. 10-11.

disabled persons' organizations, rehabilitation centres, and local educational institutions is an interesting way of developing job positions for PWD within the company and subsequently placing them with PWD.⁹⁴

PWD face a variety of recruitment and employment barriers.⁹⁵ The disability must, therefore, also be considered when recruiting.⁹⁶ By participating in job fairs, companies can make their commitment visible and signal that they are open to the employment of the PWD.⁹⁷ The recruitment strategy can also include cooperation with disability organizations, rehabilitation institutions or local universities.⁹⁸ The interview procedures and techniques should be reviewed to see how they limit applicants' ability to demonstrate that they qualify and meet the essential job requirements.⁹⁹ The right person for the right job should be found - regardless of disability.¹⁰⁰ Companies should ensure that interviews, tests and other components of the application process are barrier-free. For example, it might be necessary to provide sign language interpreters.¹⁰¹

Furthermore, when selecting managers and supervisors, care should be taken to ensure they are willing to accept PWD within the company.¹⁰² In addition, leadership development opportunities for PWD should be offered. It is also important to provide role models within the company to show other PWD what is possible.¹⁰³ PWD should also be encouraged to form their networks or interest groups within the company.¹⁰⁴ In addition, managers' evaluation and reward models should include criteria for the treatment of PWD. Resources and incentives for the staff should be provided to mentor and train the PWD or engage in adapting to the working environment.¹⁰⁵

Table 1 shows an overview of previously described measures to promote PWD employment in companies. These measures can be implemented in the company individually or in combination. In most cases, the need for individual adjustments or assistive technology in the workplace does not cause any or only marginal costs, as these are primarily small adjustments. Larger items are usually covered or subsidised by the state or the rehabilitation service.¹⁰⁶

The most important success factors for integrating PWD into the workforce are the employees' openness and, in this context, the dismantling of the existing mental and

⁹⁴ cf. Schur et al., 2005, p. 16.

⁹⁵ cf. Markel/Barclay, 2009, p. 310; Ball et al., 2005, p. 101.

⁹⁶ cf. Segovia-San-Juan et al., 2017, p. 631; Markel/Barclay, 2009, p. 310.

⁹⁷ cf. Ball et al., 2005, p. 101.

⁹⁸ cf. Schur et al., 2005, p. 16.

⁹⁹ cf. Schur et al., 2005, p. 16; Markel/Barclay, 2009, p. 310.

¹⁰⁰ cf. Bengisu/Balta, 2011, p. 48.

¹⁰¹ cf. EEOC, 2018, n. pag.

¹⁰² cf. Glade et al., 2020, pp. 85-86; Schur et al., 2005, pp. 16-17.

¹⁰³ cf. Sherbin/Kennedy, 2017, n. pag.

¹⁰⁴ cf. Sherbin/Kennedy, 2017, n. pag.; Schur et al., 2005, p. 16.

¹⁰⁵ cf. Glade et al., 2020, pp. 85-86; Schur et al., 2005, p. 9.

¹⁰⁶ cf. Miethlich/Slahor 2018a, pp. 352-353; Houtenville/Kalargyrou, 2012, p. 42; Lengnick-Hall, 2007, pp. 1 et seq.

physical barriers in the company. This can be achieved on the one hand by sensitising the employees to the topic of disability and on the other hand by the top management acting as role models.

Table 1 CSR initiatives to promote the employment of PWD in companies

Scope	Measures
Working Environment	Accessibility (barrier-free), universal workplace design strategies, accessible technologies, assistive technology, individual adoptions of the workplace, barrier-free corporate website
Corporate Culture	Promoting a diverse climate, encouraging PWD to form networks or interest groups within the company
Human Resources	Sensitizing employees and managers, providing a barrier-free recruiting process, participation in job fares, offering internships, training, and placement programs as well as entry-level positions to disburden the entry of PWD in labour, leadership development opportunities for PWD, providing role models within the company
Job	Adapted, flexible or irregular working hours, telecommuting, adjustments of the job profile
Management	signal the willingness to employ PWD (internally and externally), define the commitment in terms of actions, and provide incentives for employees regarding the promotion of employment of PWD

Source: Own presentation according to Miethlich & Slahor (2018a, p. 353)

1.2 Vocational Rehabilitation

After an accident or a severe illness, it can be difficult or even impossible to return to work due to a long absence from work or permanent restraints. In this case, vocational rehabilitation takes place along with health-related rehabilitation. Various studies show that employed people recover almost twice as fast as unemployed people.¹⁰⁷ Likewise, the longer a person stays away from the workplace, the less likely they will return to their original workplace. The return to the company to a possibly adapted workplace during the healing process enables the person concerned to remain involved in the business and formally and informally in contact with the company, employees, and superiors. The maintained employment in the company offers the person concerned psychologically important security during recovery.¹⁰⁸

1.2.1 Purpose of vocational rehabilitation

Vocational rehabilitation enables persons with a temporary, impending or permanent disability to access, return, or remain employed.¹⁰⁹ As a decisive intervention in a prolonged absence from work, vocational rehabilitation can accelerate the return to

¹⁰⁷ cf. Gobelet/Franchignoni, 2006, p. 6.

¹⁰⁸ cf. Glade et al., 2020, p. 86; Doucette, 2004, p. 3.

¹⁰⁹ cf. Waddell/Burton/Kendall, 2008, p. 8; BSRM, 2000, p. 11.

work and thus minimize the number of working days lost, increase the productivity of limited employees, reduce early retirement, and contain social costs.¹¹⁰

Vocational rehabilitation aims to return affected persons to their place of work. If this is not possible at the previous work due to a permanent disability, or physical or psychological impairment, the person concerned can pursue a suitable activity at another workplace.¹¹¹ Often there are no suitable alternatives with the previous employer, and the person concerned depends on being given a chance with a new employer. Further training or retraining might be necessary to find a new position.¹¹² Vocational rehabilitation always aims to maximise the person's capability to return to meaningful employment.¹¹³ And to earn their full income again. It can be concluded that vocational rehabilitation is ultimately about the rehabilitation of earning.

Vocational rehabilitation may also be necessary and applicable for people with disabilities who return to work or change jobs after a long absence.

1.2.2 History of the development of vocational rehabilitation

In the course of industrialisation in the 19th century, occupational accidents increased significantly. Occupational safety measures were often dispensed to keep production costs as low as possible. At the same time, there was a lack of monitoring and control. It was not until the state intervened that the number of accidents at work could be significantly reduced.¹¹⁴

In Switzerland, child labour was restricted in the canton of Zurich as early as 1815. A labour protection law was first introduced in the canton of Glarus in 1864 that regulated the employment of adults.¹¹⁵ It was not until 1877 that a factory law was introduced throughout Switzerland, which for the first-time regulated factory work, banned child labour and set maximum working hours. At the same time, companies were held liable for work-related injuries to employees, and state inspectors were appointed.¹¹⁶

Germany pioneered “social security” and introduced a comprehensive accident law as early as 1884. This was the model for several other European countries, which also introduced accident laws in the following years. No measures were taken in the USA, and the number of accidents increased even more with the introduction of assembly-line work. Monotony and mental fatigue were seen as the main causes of accidents and resulting disabilities. Thus, between 1900 and 1920, new disciplines developed

¹¹⁰ cf. Disler/Pallant, 2001, pp. 121-122.; Doucette, 2004, p. 4.

¹¹¹ cf. Fadyl/Anstiss/Reed/ Khoronzhevych/Levack, 2020, p. 1; Waddell/Burton/Kendall, 2008, p. 8; BSRM, 2000, p. 11.

¹¹² cf. Miethlich/Slahor, 2018b, p. 1444.

¹¹³ cf. BSRM, 2000, p. 12.

¹¹⁴ cf. McGagg/Siegelbaum, 1989, pp. 85-86.

¹¹⁵ cf. BSV, 2019a, n. pag.

¹¹⁶ cf. BSV, 2019b, n. pag.

in Europe and North America, such as industrial hygiene and industrial psychology, which laid the foundation for OHS.¹¹⁷

OHS is concerned with people's safety, health, and welfare at work. It pursues the goal of maintaining the health of employees and preventing illnesses and accidents. This is achieved on the one hand through appropriate working and employment conditions, increased safety at the workplace and protection through environmental factors.¹¹⁸ Vocational rehabilitation can theoretically be understood in a broader sense as an element of OHS.¹¹⁹ OHS primarily has a preventive effect. No or as few accidents as possible occur, and the employees remain healthy; the case that something does happen, and employees can no longer perform their previous occupational activity was not regulated further for a long time.

Nevertheless, it is astonishing that the ILO's core labour standards from 1959 onwards already refer to occupational rehabilitation. However, ILO member states did not ratify this standard until 1983.¹²⁰ Vocational rehabilitation of employees is not a component of OHS in company practice. According to the ILO standards, vocational rehabilitation is also not a component of OHS, even though the integration of vocational rehabilitation into the OHS standards is repeatedly discussed.¹²¹ In contrast to vocational rehabilitation, OHS is a component of almost all CSR frameworks and management tools. On the other hand, vocational rehabilitation or the employment of persons with disabilities has not been taken into account, so to speak, in CSR frameworks and management tools to date.¹²²

Vocational rehabilitation was ratified as a separate standard by many states as early as 1983 by the International Labour Organization (ILO) Convention No. 159, which committed them to regularly revise legislation and provide access to appropriate measures for affected persons as well as to promote cooperation and coordination between governmental and private-sector organizations about vocational rehabilitation.¹²³ Nevertheless, very few countries have a quota system or an obligation to employ people with disabilities or participate in vocational rehabilitation.¹²⁴ Even in countries with extensive legal obligations, the vocational rehabilitation process is often hampered by general problems and functions poorly. In addition, companies tend to barely fulfil their legal obligations in the rehabilitation process, as there are no sanctions to be feared.¹²⁵ In vocational rehabilitation, companies always find themselves in a field of tension between assuming social

¹¹⁷ cf. McGagg/Siegelbaum, 1989, pp. 85-87.

¹¹⁸ cf. ILO, 2003, n. pag.

¹¹⁹ cf. Koskela, 2014, p. 294; Amponsah-Tawiah/Dartey-Baah, 2012, pp. 231-232.

¹²⁰ cf. Miethlich, 2019, p. 334.

¹²¹ cf. ILO, 2003, n. pag.

¹²² cf. Miethlich, 2019, p. 333.

¹²³ cf. ILO, 1983, n. pag.

¹²⁴ cf. Morger, 2006, p. 29.

¹²⁵ cf. Selander, 2016, pp. 5-6; Wiggett-Barnard/Swartz, 2012, p. 1017; Vilchinsky/Findler, 2004, p. 315.

responsibility and fulfilling operational goals.¹²⁶ Although social security and social insurance systems have many possibilities to support affected persons in their vocational rehabilitation, they cannot be successful without the goodwill and commitment of companies.

1.2.3 The realisation of Vocational Rehabilitation: A Cooperation between social security and enterprises

Vocational rehabilitation organisation varies from country to country and, in some cases, from region to region.¹²⁷ From acute care after an accident or illness to return to the labour market, the usual course of vocational rehabilitation is shown in Figure 1.

In the case of restraints that remain after medical treatment, the person concerned may undergo outpatient or inpatient medical rehabilitation. Subsequently, vocational rehabilitation can be initiated and conducted simultaneously with medical and non-medical interventions.¹²⁸ For the most efficient rehabilitation, medical and vocational rehabilitation must be addressed and coordinated equally.¹²⁹ After the vocational rehabilitation period is finished, a decision must be taken on whether the person can return to employment. If the vocational rehabilitation measures fail and result in disability, the person receives a disability pension corresponding to the degree of disability.¹³⁰

In most European countries, social security agencies are responsible for the consequences of disability and carrying out vocational rehabilitation. These insurance carriers have in common that they pursue the fundamental principle of “rehabilitation before pension”.¹³¹ A causal relationship is assumed between the severity of the health impairment or disability and the potential earning capacity. Thus, all medical and vocational rehabilitation opportunities are exhausted to minimize or prevent a long-term or permanent inability to earn an income.¹³² Therefore the social security agencies themselves are interested in motivating the people concerned to return to work. It is problematic when a pension seems more attractive than resuming work.¹³³ The process of vocational rehabilitation is complicated and includes complex interactions.¹³⁴

¹²⁶ cf. Seing/MacEachen/Ekberg/Ståhl, 2015, p. 8; Holmgren/Ivanoff, 2007, p. 93.

¹²⁷ cf. BSRM, 2000, pp. 59-60.

¹²⁸ cf. Gobelet/Franchignoni, 2006, p. 7; Selander/Marnetoft/Bergroth/Ekholm, 2002, p. 705.

¹²⁹ cf. Waddell et al., 2008, p. 8; Doucette, 2004, pp. 3-4.

¹³⁰ cf. Fournier-Buchs/Gobelet, 2006, p. 403.

¹³¹ cf. Waddell et al., 2008, p.8.

¹³² cf. Fournier-Buchs/Gobelet, 2006, p. 398.

¹³³ cf. Gobelet/Franchignoni, 2006, p. 14; Bell/Smith, 2004, p. 26.

¹³⁴ cf. Lefever/Decuman/Perl/Braeckman/Van de Velde, 2018, pp. 530-531; Shaw/Hong/Pransky/Loisel, 2008, p. 2.

In most countries, the insurance carriers work with specialized institutions (e.g., sheltered workshops, work centres, social enterprises for work integration, and employment support), but above all, with companies.¹³⁵ The support of the insurance carriers is comprehensive for the affected persons themselves as well as for companies. Including companies in vocational rehabilitation is the most efficient and effective option.¹³⁶ In contrast, the use of specialized institutions is comparatively lengthy and cost-intensive. Often, vocational rehabilitation is accompanied and coordinated by an RTW coordinator or case manager of the relevant social insurance carrier.

Additionally, there are various measures financed by social security which can be used individually or in combination for vocational rehabilitation, for example, vocational assessment (job assessment and analysis), vocational and career guidance, retraining, further qualifications, workplace-related guidance and counselling, ergonomic adjustments in the workplace, functional rehabilitation programs and psychosocial interventions, and other support for enabling the return to work.¹³⁷ Work is not always understood as part of rehabilitation, so vocational rehabilitation often includes educating everyone involved about the value of work for health and recovery.¹³⁸ These vocational rehabilitation interventions are almost identically applied to people with congenital or development-related disabilities who enter the labour market for the first time¹³⁹ and return to work after a long absence or job change.

Vocational rehabilitation can be seen as an intervention or service limited to person-centred approaches in theory and practice.¹⁴⁰ In vocational rehabilitation, the provision of work that the person concerned can perform with his or her current skills is central. This often requires ergonomic adjustments at the workplace or at the task itself.¹⁴¹ Those adjustments are often similar to the ones for PWD as described in “1.1.4 Success factors of the integration of people with disabilities into labour”. However, the measures and procedures might differ slightly from the employment of PWD in several respects. For example, it can be assumed that a person with a disability knows what adjustments are required at the workplace, what aids are needed, and how to use them optimally. In vocational rehabilitation, performance must first be trained and tested, which takes some time due to the adaption of the work process, required aids and testing of the optimal adjustments to the workplace. In addition, permanent sheltered workplaces, with work activities that make few demands and do not involve pressure to perform, can be firmly established in the

¹³⁵ cf. Fournier-Buchs/Gobelet, 2006, pp. 396-397.

¹³⁶ cf. Morger, 2006, pp. 26-27.

¹³⁷ cf. Marnetoft/Selander/Bergroth/Ekholm, 2001, p. 72.

¹³⁸ cf. Waddell et al., 2008, p. 8.

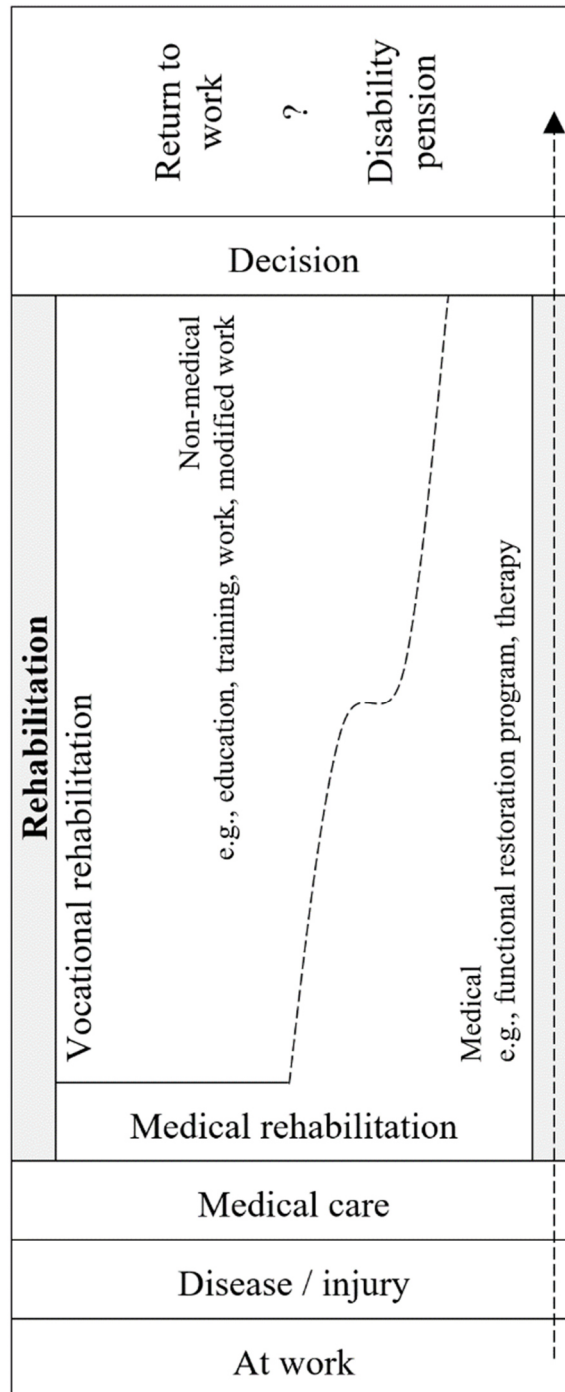
¹³⁹ cf. Gobelet/Franchignoni, 2006, p. 6.

¹⁴⁰ cf. Barnes, 2003, pp. 20-21.

¹⁴¹ cf. Marnetoft et al., 2001, p. 72; BSRM, 2000, p. 12.

company to implement vocational rehabilitation, especially for the early phases.¹⁴² This can accelerate the start of work for a person who is ill or had an accident. In addition, persons in the process of vocational rehabilitation can be considered for internships or entry-level positions.¹⁴³

Figure 1 Process of Vocational Rehabilitation



Source: Own presentation according to Selander et al. (2002, p. 705)

¹⁴² cf. Gensby/Labriola/Irvin/Amick/Lund, 2013, p. 220; Higgins/O'Halloran/Porter, 2012, pp. 328-330; Doucette, 2004, pp. 2-3.

¹⁴³ cf. Sherbin/Kennedy, 2017, n. pag.

Vocational rehabilitation is a complex process and an interplay of different stakeholders. Functioning communication among the stakeholders and coordinating medical and non-medical measures are central. Although vocational rehabilitation depends on companies' participation, companies often find it difficult to cooperate with the stakeholders involved in rehabilitation processes.

1.2.4 Success factors of vocational rehabilitation

Companies' commitment and generous cooperation with social security agencies are basic conditions for successful vocational rehabilitation.¹⁴⁴ The company's commitment to vocational rehabilitation seems to require an appropriate corporate culture.¹⁴⁵ For example, in addition to management's commitment,¹⁴⁶ a climate of organizational diversity is a significant success factor for integrating people with disabilities or long-term health concerns into the workforce¹⁴⁷.

Vocational rehabilitation carried out by the previous employer promises the greatest success. Whether it is a return to the previous position or another job within the same company seems insignificant.¹⁴⁸ However, often there is no suitable alternative position at the previous employer, and the person concerned is dependent on being given a chance in another company.

Vocational rehabilitation can be institutionalized within the company using an internal specialist unit or contact person. The creation of such an interface improves the cooperation of the stakeholders involved.¹⁴⁹ Proactive initiation and coordination, with the information and involvement of key stakeholders, can significantly promote vocational rehabilitation due to early intervention.¹⁵⁰ Waiting for the initiation and coordination of vocational rehabilitation by social security or healthcare providers often takes an unnecessarily long time¹⁵¹ due to case numbers or work overload.¹⁵²

The early commencement of vocational rehabilitation measures also significantly increases the chances of a long-term resumption of work.¹⁵³ Active participation of the person concerned improves work and activity tolerance, which prevents deconditioning and chronicity and reduces pain and the effects of illness or disability.¹⁵⁴ Empirically, there is clear evidence that the duration of the inability to

¹⁴⁴ cf. Seing/Stahl/Nordenfelt/Bülow/Ekberg, 2012, p. 553; Pilet, 2006, p. 44.

¹⁴⁵ cf. Araten-Bergman, 2016, p. 1510; Bruyère/von Schrader/Coduti/Bjelland, 2010, p. 48; Cullen et al., 2008, p. 65.

¹⁴⁶ cf. Glade et al., 2020, p. 86; Araten-Bergman, 2016, p. 1510; Higgins et al., 2012, pp. 328-330; Waddell/Burton, 2005, p. 655.

¹⁴⁷ cf. Araten-Bergman, 2016, p. 1510; Bengisu/Balta, 2011, pp. 35 et seq.

¹⁴⁸ cf. Morger, 2006, p. 24.

¹⁴⁹ cf. Gensby et al., 2013, pp. 237-238.

¹⁵⁰ cf. Gensby et al., 2013, p. 230; Higgins et al., 2012, pp. 328-330; Doucette, 2004, pp. 1-2.

¹⁵¹ cf. Baril/Clarke/Friesen/Stock/Cole, 2003b, p. 2101.

¹⁵² cf. Haines et al., 2018, p. 142.

¹⁵³ cf. Fournier-Buchs/Gobelet, 2006, p. 403; Pilet, 2006, p. 43.

¹⁵⁴ cf. Gobelet/Franchignoni, 2006, pp. 13-14.

work is significantly reduced through adjustments to the workplace and contact between the health service provider and employer. It can be assumed that interventions such as early involvement of the employer, ergonomic advice at the workplace, and an RTW coordinator or case manager will also significantly reduce the costs associated with the duration of the inability to work.¹⁵⁵ At the same time, the risk of job losses is minimized.¹⁵⁶

This indicates why a specialist unit or RTW coordinator is needed to facilitate and monitor the entire vocational rehabilitation process.¹⁵⁷ Even if different insurance carriers offer many possibilities and instruments to support vocational rehabilitation, success depends largely on the economic and social environment.¹⁵⁸ Central to this is the goodwill and willingness of businesses and companies.¹⁵⁹ Nevertheless, vocational rehabilitation is always an interaction of different actors and must be understood as a network task.¹⁶⁰

A critical success factor is good cooperation and ensuring communication between all parties involved. The insurance carriers work with specialized institutions (e.g., sheltered workshops, work centres, social enterprises for work integration, and employment support) and, above all, with the person concerned.¹⁶¹ A clear understanding of the requirements of the previous work and the person's current abilities is essential.¹⁶² Poor communication, a lack of trust or disappointment can cause vocational rehabilitation to fail despite the person's ability to meet adapted or regular work requirements.¹⁶³ Practical experience has shown that vocational rehabilitation is easier and faster for serious but visible disabilities, such as paralysis or amputation than for less severe but less visible disabilities. This circumstance can probably be explained by the fact that visible disabilities guarantee direct recognition by society or the environment.

In contrast, a person suffering from a psychosomatic or mental illness, for example, has nothing that they can show to their environment so that the disability can be directly recognized.¹⁶⁴ Therefore, people with less visible disabilities often have to explain themselves to their environment and hope for understanding. As a result, people with non-obvious disabilities are more often confronted with mistrust regarding their willingness to perform than people with obvious disabilities.¹⁶⁵

¹⁵⁵ cf. Gensby et al., 2013, pp. 238-239; Tompa et al., 2008, pp. 25-26; Franche et al., 2005, p. 607.

¹⁵⁶ cf. Doucette, 2004, p. 3; Allaire/Li/La Valley, 2003, pp. 3216-3217.

¹⁵⁷ cf. Lefever et al., 2018, p. 533.

¹⁵⁸ cf. Morger, 2006, p. 29.

¹⁵⁹ cf. Seing et al., 2012, p. 553; Pilet, 2006, p. 44.

¹⁶⁰ cf. Holmgren/Ivanoff, 2007, p. 93; Morger, 2006, pp. 21-21.

¹⁶¹ cf. Fournier-Buchs/Gobelet, 2006, pp. 396-397.

¹⁶² cf. Lefever et al., 2018, p. 509; Gensby et al., 2013, p. 223, Shaw et al., 2008, p. 2.

¹⁶³ cf. Glade et al., 2020, p. 85; Shaw et al., 2008, pp. 12-13.

¹⁶⁴ cf. Pilet, 2006, p. 48.

¹⁶⁵ cf. Braun/Niehaus, 1988 as cited in Niehaus, 1997, pp. 44-45.

The employees' openness and acceptance is also key success factor in vocational rehabilitation processes. Here, the managers, in particular, are called upon to communicate early and skilfully without violating the personal rights of the person concerned. Otherwise, employees may feel that they are being treated unfairly because the person being rehabilitated appears to have special conditions (increased absences, flexible working hours, adapted scope of work, etc.).

1.3 Employment of people with disability and vocational rehabilitation

Initial research results conclude that the effects on companies by the employment of PWD and vocational rehabilitation of people who had an accident or suffered from a severe illness are identical, at least when observed over a longer period.¹⁶⁶ However, the employment of PWD as an actual employment relationship tends to be long-term. In contrast, vocational rehabilitation in companies represents a limited period of several months, after which the occupational status transitions to regular employment status. Despite the differences, the knowledge of vocational rehabilitation is relevant for the employment of PWD and vice versa.¹⁶⁷

1.3.1 Delamination from diversity initiatives

Although many companies increasingly recognise the benefits of diversity in their workforce and mention PWD as part of their diversity statement, they do not specify their commitment.¹⁶⁸ People with disabilities represent a completely different challenge for companies than other disadvantaged groups¹⁶⁹ since disabilities can take many different forms and manifestations and change over time.¹⁷⁰ Every single workstation must be adapted to the affected employee's needs and the respective company context.¹⁷¹ Traditional approaches to achieving equality and equal opportunities in the company do not go far enough for people with disabilities and are, therefore, unsuitable.¹⁷²

The employment of PWD contributes to a company's diversity and thus should be part of the understanding of diversity. However, the effort required to include PWD in the company differs from other diversity groups.

¹⁶⁶ cf. Miethlich/Slahor, 2018a, pp. 353-354.

¹⁶⁷ cf. Miethlich, 2018, p. 43; Seino/Nomoto/Takezawa/Boeltzig-Brown, 2017, pp. 333 et seq.

¹⁶⁸ cf. Ball et al., 2005, p. 98.

¹⁶⁹ cf. Markel/Barclay, 2009, p. 306.

¹⁷⁰ cf. Gould et al., 2021, p.1; Woodhams/Danieli, 2000, pp. 413-414.

¹⁷¹ cf. Markel/Barclay, 2009, p. 312.

¹⁷² cf. Woodhams/Danieli, 2000, pp. 413-414.

1.3.2 Delimitation from other concepts

The terms “return-to-work (RTW)”, “disability management”, and “workplace case management” are often used synonymously. The concepts aim to reduce or prevent the inability to work due to accidents and illness through preventive measures within the company. Beyond that, disability management is understood as part of the organization and corporate strategy.¹⁷³ In addition to responsibility for safety systems and accident prevention, it also covers aspects of vocational rehabilitation. In this way, employees are supported and accompanied on their return to work after an accident or illness. Disability management often takes on an interface function between companies and social security, equivalent to occupational case management. Case management represents the methodological basis for implementing disability and RTW management and is generally used in medical and vocational rehabilitation.¹⁷⁴ The handling of cases in case management follows a systematic process structured in a control cycle consisting of the following steps: Recording, assessment, planning of measures, implementation, monitoring of measures and evaluation.¹⁷⁵ Case management also includes making services accessible and coordinating them, always aiming at rapid and resource-saving case processing. An in-house specialist unit (e.g., disability management or occupational case management) can support the vocational rehabilitation process and bridge internal and external stakeholders' cooperation and collaboration. It enables better exploitation of opportunities within the company, even across departments (e.g., by relocation, an adaptation of activities or the work environment) and, at the same time, a better understanding of “work disability” throughout the organization. However, the costs of setting up a specialist in-house unit are hardly bearable for SMEs.¹⁷⁶ In-house specialist units can be problematic in vocational rehabilitation, especially concerning conflicts of interest and personality protection. An external RTW coordinator or a contract with a third-party disability management company to manage the medical information and return-to-work plan can help avoid conflicts of interest and guarantee the person concerned a neutral, secure, and trustworthy service. Including medical information and the associated handling of data protection can significantly influence the effectiveness of vocational rehabilitation, so a trustful relationship between the person concerned and the RTW coordinator is crucial.¹⁷⁷ However, external RTW coordinators hardly know the company and the existing possibilities when searching for potential solutions. They have to rely on the assessments of the contact persons within the companies, who usually have only limited experience with the topic of “work disability”.¹⁷⁸

¹⁷³ cf. Geisen/Lichtenauer/Roulin/Schielke, 2008, pp. 2-3.

¹⁷⁴ cf. Wendt, 2001, n. pag.; Harder/Scott, 2005 as cited in Geisen et al., 2008, pp. 2-3.

¹⁷⁵ cf. Neuffer, 2007, p. 51.

¹⁷⁶ cf. Gensby et al., 2013, pp. 238-239.

¹⁷⁷ cf. Doucette, 2004, pp. 3-4.

¹⁷⁸ cf. Franche et al., 2005, pp. 607 et seq.

There are various methodological approaches to promoting health and fulfilling the company's duty of care for employees who have suffered an accident or become ill. The degree of implementation can vary greatly, from the option of administrative assistance in contact with external bodies to proactive support for the affected persons in the rehabilitation process.

1.3.3 The economic relevance of the employment of people with disabilities and vocational rehabilitation

Persons with disabilities or long-term health concerns and groups with other barriers to labour market entry or job retention belong to vulnerable groups.¹⁷⁹ These vulnerable labour market groups represent a large and growing part of the population in many countries.¹⁸⁰ Due to different definitions and criteria for data collection, data on the prevalence and extent of disability in the population are difficult to compare internationally. It can be assumed that 10 to 20 percent of the population is affected by disabilities in each country.¹⁸¹

There are still physical and mental barriers when employing and occupying PWD.¹⁸² As a result, even today, PWD with the same professional qualifications have lower career prospects than persons without disabilities.¹⁸³ Finding jobs and professional development are big challenges for PWD.¹⁸⁴ A difficult economic environment seems to undermine further and weaken the equality of opportunities for people with disabilities.¹⁸⁵ Thus, people with disabilities often remain excluded from the labour market, leading to exclusion from social life.¹⁸⁶ For unemployed PWD, this means only marginal opportunities to contribute to the economy's productivity.

Consequently, governments face a growing number of disability beneficiaries. Those are already nearly three times more expensive than unemployment. On average, six percent of the working-age population in the OECD countries receives invalidity benefits.¹⁸⁷ The exclusion of disadvantaged groups from the value chain can be seen as a waste of entrepreneurial, national, and global resources.¹⁸⁸ This is illustrated by the importance of both supply and demand factors¹⁸⁹ in addressing PWD unemployment and social inclusion issues.¹⁹⁰ The PWD segment is a mostly untapped market for products and services¹⁹¹ and has an enormous untapped workforce

¹⁷⁹ cf. Van Berkel/Ingold/McGurk/Boselie/Bredgaard, 2017, p. 503.

¹⁸⁰ cf. Dean, 2013, n. pag.

¹⁸¹ cf. Collins, 2007, p. 158.

¹⁸² cf. Hidegh/Csillag, 2013, pp. 22.

¹⁸³ cf. Lindsay et al., 2018a, p. 651-652; Berthoud, 2008, p. 143; Gobelet/Franchignoni, 2006, p. 13.

¹⁸⁴ cf. Aichner, 2021, pp. 3-4; Lindsay et al., 2018a, pp. 651-652; Barnes/Mercer, 2005, p. 541.

¹⁸⁵ cf. Morger, 2006, p. 29.

¹⁸⁶ cf. Aichner, 2021, pp. 3-4; Barnes/Mercer, 2005, p. 541.

¹⁸⁷ cf. OECD, 2009, p.9.

¹⁸⁸ cf. Dyda, 2008, pp. 147 et seq.

¹⁸⁹ cf. McDonough et al., 2021, p. 75; Crisp/Batty/Cole/Robinson, 2009, p. 5.

¹⁹⁰ cf. Saunders/Nedelec, 2014, p. 100; Bennett, 2011, p. 347.

¹⁹¹ cf. Aichner/Shaltoni, 2018, p. 115; Collins, 2007, p. 158.

potential.¹⁹² Economically, the loss resulting from the exclusion of PWD from the labour market is estimated at three to seven percent of GDP.¹⁹³

Although only a small proportion of people who are ill or have had an accident need additional support to return to work, vocational rehabilitation seems to be a good business case for all involved stakeholders from an economic point of view. Integrating into the labour market can improve the quality of life and the well-being of the persons concerned, which positively affects the economic and political structures. Studies show that vocational rehabilitation reduces overall disability rates and health costs.¹⁹⁴ However, the available research results come mainly from economically strong nations and are overall inconsistent.¹⁹⁵ Overall, improving the quality of life of those affected and long-term effects are hard to measure.¹⁹⁶

The cost advantages of vocational rehabilitation are empirically better proven than the case in many other health and social policy fields. A targeted vocational rehabilitation programme seems cost-effective in many situations and has a positive long-term effect.¹⁹⁷ It can be assumed that the benefits of vocational rehabilitation outweigh the costs of implementation and the follow-up costs incurred if no intervention takes place.¹⁹⁸ The cost-effectiveness has been empirically proven due to reduced incapacity to work and the associated costs. However, due to the wide variety of disabilities and intervention options, it is almost impossible to accurately determine cost-effectiveness or cost benefits.¹⁹⁹ Accordingly, no international consensus has yet been reached on the methodology of vocational rehabilitation and its effectiveness and efficiency.²⁰⁰

Vocational rehabilitation and employment of PWD are of great economic relevance. Not only is the non-employment of these groups of people a waste of human capital resources, but it also leads to high costs for the social and healthcare system.

1.3.4 Political context and relevance of the employment of people with disabilities and vocational rehabilitation

The political goal in various countries is to reduce the number of recipients of disability pensions. Several European studies show that working conditions and job safety significantly impact the incidence of illness and, consequently, long-term and permanent disability.²⁰¹ Therefore, vocational rehabilitation is becoming even more

¹⁹² cf. Buys et al., 2015, p. 821.

¹⁹³ cf. Csillag et al., 2018, p. 58.

¹⁹⁴ cf. Cullen et al., 2008, p. 69.

¹⁹⁵ cf. Howard-Wilsher et al., 2016, p. 11.

¹⁹⁶ cf. Franche/Cullen/Clarke/Irvin/Sinclair/Frank, 2005, pp. 625-626.

¹⁹⁷ cf. Dean/Dolan/Schmidt, 1999, p. 182.

¹⁹⁸ cf. Waddell et al., 2008, p. 8.

¹⁹⁹ cf. Howard-Wilsher et al., 2016, p. 11-12.

²⁰⁰ cf. Lefever et al., 2018, p. 533.

²⁰¹ cf. Pilet, 2006, pp. 41-42.

strategically important for politics and social security agencies, and the need for opportunities for vocational rehabilitation is increasing.²⁰²

In 1983, vocational rehabilitation was ratified by ILO Convention No. 159 of many U.S. states, which committed themselves to revise the legislation regularly to create access to suitable measures for persons in need of support and to promote cooperation and coordination between state and private sector organizations concerning vocational rehabilitation.²⁰³ Guidelines, such as the “Enterprise 2020” of the EU, “ISO 26000”, and the strategy “Intelligent, Sustainable and Inclusive Growth” of the UN, as well as initiatives like “UN Global Compact”, “Global Reporting Initiative” or CSR national action plans on non-discrimination employment, indicate that the employment of PWD is a major concern.²⁰⁴ In recent years, it has been observed that international intuitions such as the UN proclaimed PWD as equals, including the right to employment. As an important group of human diversity, this concern has also become more important for companies.²⁰⁵

It might be concluded that companies need legal regulations and monetary incentives to take responsibility for employing PWD.²⁰⁶ However, the reality in various Western countries has proven legislation alone is insufficient for the economic integration of PWD.²⁰⁷ For example, governmental regulations and guidelines are not implemented because the governments do not provide obligate and enforceable criteria for companies.²⁰⁸ Companies do not use governmental support, probably out of ignorance or fear of obligations.²⁰⁹

In most countries, companies have no obligation to engage in vocational rehabilitation, rehabilitate sick or injured employees professionally,²¹⁰ or continue employing them. This is an exclusively voluntary social commitment of a company. Unlike Germany, Austria or other European countries, Switzerland has neither a quota system for the employment of people with disabilities nor an obligation to cooperate in the vocational rehabilitation of employees who have fallen ill or suffered an accident.²¹¹ Companies are also not obligated to keep the concerned employee occupied.²¹²

Even in countries with comprehensive legal obligations for companies, vocational rehabilitation is often hampered by general problems.²¹³ Employers barely fulfilled

²⁰² cf. Buys et al., 2015, pp. 821-823.

²⁰³ cf. ILO, 1983, n. pag.

²⁰⁴ cf. Csillag/Gyori, 2016, pp. 860-861.

²⁰⁵ cf. Kuznetsova, 2012, pp. 2-3.

²⁰⁶ cf. Gyori/Ócsai, 2014, p. 62.

²⁰⁷ cf. Wiggett-Barnard/Swartz, 2012, p. 1017; Vilchinsky/Findler, 2004, p. 315.

²⁰⁸ cf. Wiggett-Barnard/Swartz, 2012, p. 1017.

²⁰⁹ cf. Vilchinsky/Findler, 2004, p. 315.

²¹⁰ cf. Morger, 2006, pp. 28-29.

²¹¹ cf. Morger, 2006, p. 29.

²¹² cf. Selander, 2016, pp. 5-6; Wiggett-Barnard/Swartz, 2012, p. 1017; Morger, 2006, pp. 28-30; Vilchinsky/Findler, 2004, p. 315.

²¹³ cf. Selander et al., 2002, pp. 710-711.

the legal obligations in the rehabilitation process.²¹⁴ The constant above-average unemployment rate of PWD and the failure of government measures indicate the need for companies to address this issue in the context of CSR.²¹⁵ In most cases, CSR activities are far superior to the minimum worker protection requirements in national and international legislation.²¹⁶

In addition to significant economic consequences, social peace is also at stake if it is less and less possible to employ everyone according to their abilities in the labour market. They are consequently excluded from social life. Politicians are, therefore, in charge of raising awareness of the issue and creating real incentives for companies to participate in this matter.

1.3.5 Current situation and problems in promoting the employment of people with disabilities and vocational rehabilitation

Given the complexity of most countries' insurance systems, inter-institutional cooperation between the various social insurance providers is crucial in vocational rehabilitation and, consequently, in avoiding pension cases and reducing overall costs.²¹⁷ For example, the Swiss insurance system consists of various social insurance providers responsible for supporting invalidity, accident, daily sickness benefit, unemployment insurance, or social assistance. The cooperation of employers and social security insurance with other stakeholders is often ineffective.²¹⁸ Social security agencies often have too few human resources, who are therefore overworked and cannot sufficiently fulfil their task of coordinating and monitoring vocational rehabilitation. Additionally, social security insurances see companies as their customers and shape their business relationships accordingly,²¹⁹ which explains why companies do not have to fear any disadvantages or sanctions if they do not cooperate. Various studies show that non-compliance with vocational rehabilitation legislation often stems from companies expecting information and medical diagnosis from healthcare providers and insurance systems before vocational rehabilitation is initiated.²²⁰ Further reasons why companies are not involved in vocational rehabilitation and fail to comply with legal requirements can be attributed to poor communication and unclear responsibility among the stakeholders involved,²²¹ a lack of commitment by the top management, a lack of alternative employment opportunities within the company, economic pressure or even employee displeasure and resistance of co-workers and superiors. Often the thinking that an employee must

²¹⁴ cf. Selander, 2016, pp. 5-6; Wiggett-Barnard/Swartz, 2012, p. 1017; Vilchinsky/Findler, 2004, p. 315.

²¹⁵ cf. Kwan, 2019, p. 1; Miethlich/Slahor, 2018a, pp. 350-351.

²¹⁶ cf. Dura, 2014, p. 59.

²¹⁷ cf. Fournier-Buchs/Gobelet, 2006, p. 403.

²¹⁸ cf. Selander, 2016, pp. 5-6.

²¹⁹ cf. Haines et al., 2018, pp. 133 et seq.

²²⁰ cf. Waddell/Burton, 2005, pp. 666-668.

²²¹ cf. Phillips et al., 2019, p. 1; Saleh/Bruyère, 2018, p. 23; Selander, 2016, pp. 5-6.

be completely healthy before returning to work also prevents vocational rehabilitation.

The adoption of company policies on PWD inclusion is mainly observed in large corporations and multinational corporations. This seems to be explained by the fact that these companies have better conditions and more resources to achieve diversity among employees and address this concern.²²² The company size²²³ and the business sector²²⁴ significantly impact their employment policies, practices, and labour needs concerning PWD employment. For example, the IT and telecommunications industries are more market- and customer-oriented and invest heavily in the design of barrier-free products and services. Accordingly, these industries are more likely to need employees with disabilities. At the same time, it may be easier for companies in these industries to create an inclusive and accessible work environment. Companies in consulting, research and development are heavily involved in protecting human rights and non-discrimination of their employees and providing more flexible working models. IT and R&D companies focus primarily on their skills and competencies in recruiting new employees. Financial sector companies are very customer-oriented and focus on providing accessible services, facilities and online services.²²⁵ However, real “disability champions” are missing companies that could serve as role models for business cases and best practices for other companies.²²⁶ Positive examples are important to demonstrate and understand the benefits of such activities.²²⁷ Unlike business organizations, public sector organizations tend to be “expected” rather than “favoured” to employ PWD.²²⁸

However, a positive attitude and a generally positive perception of a company are not necessarily associated with increased intentions to hire or retain PWD.²²⁹ This is also reflected in the fact that most multinational companies respond to PWD in their organizational norms and values but do not further incorporate this into their corporate culture, personnel policies or work environment.²³⁰ The confessions are usually limited to non-discrimination, equality and human rights issues. Although many companies increasingly recognise the benefits of diversity in their workforce and mention PWD as part of their diversity statement, they do not specify their commitment.²³¹ PWD represent more of a challenge to companies than other

²²² cf. Glade et al., 2020, p. 86; McMahon et al., 2008, pp. 1017-1018; Rabby, 1983 as cited in Kuznetsova, 2012, p. 2.

²²³ cf. Bruyère/Erickson/VanLooy, 2006, pp. 15-16.

²²⁴ cf. McMahon et al., 2008 pp. 119-120; Bruyère et al., 2006, pp. 15-16.

²²⁵ cf. Kuznetsova, 2012, pp. 8-10.

²²⁶ cf. Fasciglione, 2015, p. 191; Hernandez/McDonald/Divilbiss/Horin/Velcoff/Donoso, 2008, pp. 160-161.

²²⁷ cf. Wehman, 2011, pp. 145 et seq.; Markel/Barclay, 2009, p. 312; Hernandez et al., 2008, p. 163.

²²⁸ cf. Bennett, 2011, p. 357.

²²⁹ cf. Araten-Bergman, 2016, p.1511.

²³⁰ cf. Glade et al., 2020, p. 86; Kuznetsova, 2012, p. 13; Lysaght, 2010, pp. 233–234; Gilbride et al., 2003, pp. 130-131.

²³¹ cf. Ball et al., 2005, p. 98.

disadvantaged groups.²³² Disabilities have different manifestations and degrees of severity and can change over time.²³³ Each workplace must be tailored to the employee's needs and the respective corporate context.²³⁴ Therefore, traditional approaches to achieving equality and equal opportunity are unsuitable.²³⁵

It also seems that companies are more concerned with their employees with high socio-economic status. Social responsibility towards the workforce is selective and often seems to depend on the current value of an employee in the workplace. In contrast, employees with low socio-economic status are more likely to be reoriented outside the company - if supported.²³⁶ So far, companies seem to ignore PWDs' potential as customers and employees.²³⁷ However, there is some empirical evidence that PWD employment can bring many benefits to companies.²³⁸ Extensive job adjustments are rare²³⁹ and seem to discourage employers.²⁴⁰ Most companies do not take over any responsibility for the vocational rehabilitation of their employees. Financial considerations seem to take precedence over legal and ethical considerations.²⁴¹

Different studies suggest a link between new types of labour arrangements (e.g., freelancers and workers without an employment contract) and poor health, which leads to an increased risk of work disability due to inadequate vocational rehabilitation. Due to the growing labour market flexibility and the flexibilization of work, the importance of vocational rehabilitation will continue to increase for society and governments.²⁴² Since social security systems hardly adapt to economic development or only with great delay, corporate social responsibility is also increasingly important for the state.²⁴³

Nevertheless, companies are important in welfare states to achieve effective vocational rehabilitation.²⁴⁴ The promotion of vocational rehabilitation offers added value to a company's CSR. Vocational rehabilitation can minimise social and health costs for society in the long term and secure the professional future of the persons concerned. Companies involved in vocational rehabilitation can thus generate a real shared value.²⁴⁵

²³² cf. Markel/Barclay, 2009, p. 306.

²³³ cf. Woodhams/Danieli, 2000, pp. 413-414.

²³⁴ cf. Markel/Barclay, 2009, p. 312.

²³⁵ cf. Woodhams/Danieli, 2000, p. 413-414.

²³⁶ cf. Lindsay/Cagliostro/Leck/Shen/Stinson, 2018b, p. 9; Seing et al., 2015, pp. 6-8.

²³⁷ cf. Lengnick et al., 2008, p. 269.

²³⁸ cf. Lindsay et al., 2018a, pp. 651-653.

²³⁹ cf. Wahlin/Ekberg/Persson/Bernfort/Öberg, 2012, p. 360.

²⁴⁰ cf. Seing et al., 2015, p. 7.

²⁴¹ cf. Selander, 2016, p. 5; Seing et al., 2015, pp. 8-9; Holmgren/Ivanoff, 2007, p. 93.

²⁴² cf. Vermeulen/Tamminga/Schellart/Ybema/Anema, 2009, pp. 232 et seq.

²⁴³ cf. Vermeulen et al., 2009, pp. 232 et seq.; Pilet, 2006, pp. 43-44.

²⁴⁴ cf. Selander, 2016, p. 6.

²⁴⁵ cf. Miethlich/Slahor, 2018b, pp. 1453-1454.

Companies can distinguish themselves and stand out positively with their CSR commitment. Nevertheless, companies still have a lot of potential in terms of employment of PWD as well as vocational rehabilitation, not only in the private sector but also in the public sector. A significant boost to companies' commitment could be achieved by raising awareness of the issue in society. But also, simplifying the cooperation between companies and insurance providers could significantly increase companies' willingness for social engagement.

1.4 Corporate Social Responsibility

The public increasingly expects companies to incur social responsibilities. Therefore, the question for companies today is no longer whether CSR activities should take place but rather how they should be carried out.²⁴⁶ Accordingly, CSR has gained importance in management research.²⁴⁷ Nevertheless, the definition of CSR remains vague.²⁴⁸

Many studies on CSR explicitly point to the definition's inconsistency and the concept's different boundaries.²⁴⁹ Uniform standards²⁵⁰ or a universal concept²⁵¹ of CSR do not exist. The most frequently quoted definition of CSR in the American region originates from Carroll:²⁵² “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”.²⁵³ In Europe, the definition of the EU Commission seems to be determining. The European Commission defines CSR briefly as “the responsibility of companies for their impact on society”.²⁵⁴ The differences in definition can be attributed to historical differences in the respective political, social, and cultural environments.²⁵⁵ However, the literature also shows that the definition and concept of CSR have gradually changed over time from an altruistic to a self-interested or strategic understanding.²⁵⁶

In this study, CSR is understood as the voluntary commitment of companies beyond the legal requirements to generate profits in an ecologically, economically, and socially acceptable manner. CSR is not an additional activity of a company but a way of operating the core business. The central question is not how profits are distributed but how they are generated.²⁵⁷ Therefore, CSR can also be understood as a business

²⁴⁶ cf. Smith, 2003, p. 55.

²⁴⁷ cf. Schneider, 2015, p. 22; Lee, 2008, pp. 69-70.

²⁴⁸ cf. Schneider, 2015, p. 22; Crane/Matten/Spence, 2008, p.5; Schwartz/Carroll, 2003, p.503.

²⁴⁹ cf. Crane et al., 2008, p. 5.

²⁵⁰ cf. Peloza/Shang, 2011, p. 130.

²⁵¹ cf. Schneider, 2015, p. 22.

²⁵² cf. Schwartz/Carroll, 2003, p. 503.

²⁵³ Carroll, 1979, p. 500.

²⁵⁴ cf. European Commission, 2011, p. 7.

²⁵⁵ cf. Matten/Moon, 2008, p. 406.

²⁵⁶ cf. Perera/Hewege, 2007, p. 4.

²⁵⁷ cf. Leitschuh, 2008, p. 46; Bergius, 2005, n. pag.

process integrated into strategic corporate management. This is intended to enable the company to adapt quickly to changing social conditions, simultaneously securing access to capital, driving forward new markets, and enabling new growth opportunities.²⁵⁸ Various models capture the concept of CSR, such as the pyramid model²⁵⁹, implicit and explicit CSR²⁶⁰, the “Three-Domain” model²⁶¹ or the “Triple-Bottom-Line” concept²⁶². However, as these concepts are unlikely to contribute much to the investigation findings, they will not be discussed further.

1.4.1 Delimitation from related concepts

Besides CSR, some related concepts overlap in certain areas but focus differently. This is especially the case with Corporate Sustainability (CS), Corporate Citizenship (CC) and Business Ethics (BE). The concepts are often used interchangeably. Even if the delimitation or overlapping of the terms is discussed controversially in the literature, it is still unclear whether this is the case.²⁶³ The concepts of CSR, CS, CC, and BE can be distinguished based on their fundamental focus.

Thus, CS is concerned with sustainable corporate governance, which pursues maintaining the comprehensive functionality of the economic area, which is the basis for the continuation of its business activities.²⁶⁴ In contrast to CSR, CS encompasses voluntary and all mandatory activities and requirements. At the same time, CS is about implementing and complying with legal requirements and guidelines as efficiently as possible.²⁶⁵ CSR can be seen as part of CS.

On the other hand, CC pursues the goal of positively linking a company with the social environment in which it operates in as many ways as possible.²⁶⁶ CC encompasses all activities that positively contribute to society and go beyond the actual business activity, such as employee volunteering for charitable work or sponsoring and donating to aid organisations. There are different views on whether CC should be understood as a CSR component or an independent concept in the literature.²⁶⁷ CC can be differentiated from CSR because it is, in principle, additional activities independent of the core business.

BE is concerned with research into business situations, activities, and decisions in which the question of morally wrong or morally right is explored.²⁶⁸ It is remarkable that in the management literature, the term CSR is used more often than in the

²⁵⁸ cf. European Commission, 2011, pp. 331-332.

²⁵⁹ cf. Carroll, 1991, p. 42.

²⁶⁰ cf. Matten/Moon, 2008, p. 411.

²⁶¹ cf. Schwartz/Carroll, 2003, p. 509.

²⁶² cf. Elkington, 1997, pp. 132 et seq.

²⁶³ cf. Schwartz/Carroll, 2008, p. 148.

²⁶⁴ cf. Elkington, 2007, p. 133.

²⁶⁵ cf. van Marrewijk, 2003, p. 102.

²⁶⁶ cf. Westebbe/Logan, 1993, p. 13.

²⁶⁷ cf. Schwartz/Carroll, 2008, p. 150.

²⁶⁸ cf. Matten/Crane, 2007, p. 54.

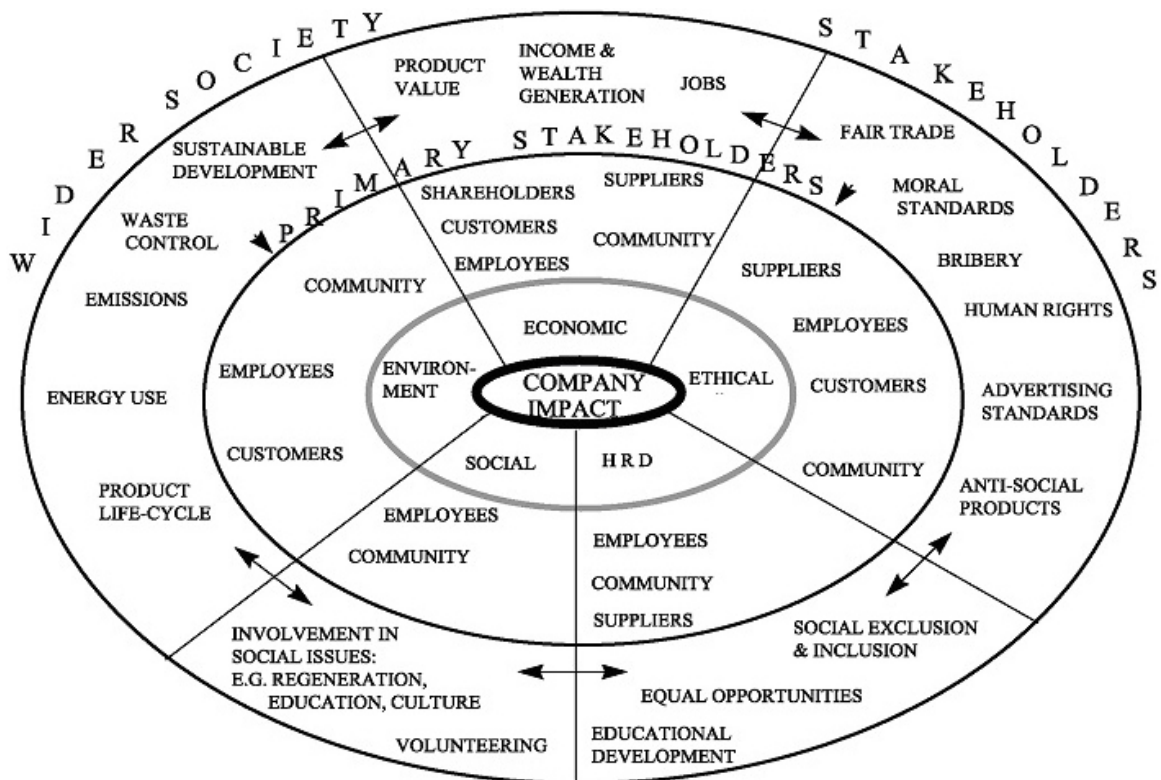
business ethics literature. Nevertheless, BE is often equated with CSR.²⁶⁹ CSR can be seen as a product of BE, i.e., due to corporate management's ethical and moral values and ideas.²⁷⁰

The concepts described overlap in different aspects but have a different focus. The concept of CSR best encompasses the research topic.

1.4.2 Company's ripple effect: a model for assessing the impact of socially responsible engagement on society and stakeholders

The "Company's Ripple Effect" deals with the context of a company and the effects of a company's activities on society and stakeholders.

Figure 2 Company's Ripple Effect



Source: Marsden & Andriof (1998, p. 332)

In the modern global economy, assuming appropriate social responsibility is a social necessity. Therefore, companies must ensure that they manage their relationships and influence society effectively, which maximises the positive effects and minimises the negative effects. Companies have a "ripple effect" on society, like a stone thrown into a pond. A company's activities have a direct and indirect economic, ecological, and

²⁶⁹ cf. Joyner/Payne, 2002, p. 300.

²⁷⁰ cf. Amba-Rao, 1993, p. 564.

social impact on all those associated with the company.²⁷¹ A comprehensive overview of possible stakeholders that a company can directly or indirectly affect is shown in Figure 2.

Companies must understand their role in society and see themselves as citizens of that country. Accordingly, they should deal with their rights and obligations the same way as citizens. Politically speaking, citizenship brings rights, active commitment, and responsibility for a country, region, and community.²⁷²

The model illustrates the role of a company in society and the resulting direct and indirect influences. The model can, therefore, also serve as an instrument for developing a CSR strategy or concept.

1.4.3 Benefits of CSR

In business practice, managers have recognized that a socially responsible reputation positively influences business success.²⁷³ However, some CSR activities can also create value or benefit for the company without the stakeholders' perception. Such as reducing energy consumption brings environmental benefits and cost savings for the company itself.²⁷⁴

Besides the opportunities for cost reduction, awareness must be created among stakeholders and customers specifically to generate further benefits from CSR activities.²⁷⁵ CSR activities can bring competitive advantages if they increase or create a new customer benefit. Therefore, management must understand how CSR activities affect customers regarding their overall impression of the company and the benefits of conducting CSR activities.²⁷⁶

CSR activities are very well suited to product differentiation, especially with the possibility of achieving an important, unique, and superior position in the market.²⁷⁷ Consequently, this leads to a strong brand and significantly contributes to the company's success.²⁷⁸ For example, a holistic strategy focusing on sustainability in all business activities can bring a competitive advantage through differentiation and innovation. That offers stakeholders, and specific customers, a unique value proposition.²⁷⁹

Customers have developed a preference and a stronger awareness for product-related CSR activities, favouring them over other CSR activities such as philanthropy or

²⁷¹ cf. Marsden/Andriof, 1998, pp. 331-332.

²⁷² cf. Marsden/Andriof, 1998, pp. 331-332.

²⁷³ cf. Matten/Crane, 2007, p. 58.

²⁷⁴ cf. Peloza/Shang, 2011, p. 130.

²⁷⁵ cf. Peloza/Shang, 2011, p. 130; Sen/Bhattacharya/Korschun, 2006, p. 164.

²⁷⁶ cf. Chen/Huang/Yang/Dube, 2018, pp. 1358-1359; Peloza/Shang, 2011, pp. 128-129.

²⁷⁷ cf. Chen et al., 2018, p. 1358; Boehe/Cruz, 2010, p. 340; Anselmsson/Johansson, 2007, p. 835.

²⁷⁸ cf. Anselmsson/Bondesson/Melin, 2016, p. 1185.

²⁷⁹ cf. Baumgartner/Ebner, 2010, p. 76.

sustainable business processes.²⁸⁰ Attributes of a product (i.e., labelling of content and origin, policy implementation, and product liability) form the basis for customers' purchasing decisions more than aspects of human or environmental responsibility.²⁸¹ Hence, a customer's probability of becoming aware of a company's CSR activities is highest for product-related CSR activities.²⁸² Therefore, product-related CSR activities have the greatest impact on a company's CSR image. On the other hand, social or people-related responsibility has the greatest influence on customers' buying intentions.

The quality of the relationships between CSR and competitive strategies is determined largely by the benefits for stakeholders and the costs incurred by the company. Studies show that the connection between CSR and competitive strategies is compatible with business practice. The compatibility of CSR and competition strategies can be given. This is based on the competitive strategies according to Porter (2008) and the classification of CSR strategies, divided into conservative, visionary, introverted, and extroverted strategies²⁸³. The generic strategic principles for achieving a competitive advantage are divided into three fundamental types: the strategy of cost leadership, the strategy of differentiation and the strategy of focus.²⁸⁴ In the economics literature, these are generally used under the term competitive strategies since they aim to achieve and secure a lasting competitive advantage.²⁸⁵ However, a competitive advantage can only be achieved if entrepreneurial action is based on focusing on one of the two main strategic directions: either on a cost structure that is as favourable as possible or on differentiation. These two strategic options are also known as generic competitive strategies.²⁸⁶ The focus strategy concentrates on a submarket with a target group with a specific needs structure.²⁸⁷ Differentiation strategies can be categorized into six systematic methods through which a company can gain a competitive advantage over its competitors. These include the possibilities of differentiating oneself from competitors through price leadership, design, image, quality leadership, additional services, and an undifferentiated strategy (e.g., pursuing an imitation strategy).²⁸⁸ The generic competitive strategy approach to cost leadership and differentiation is valid throughout the industry, while the strategic focus approach is only specific to the respective segment.²⁸⁹ Therefore, the definition of the market to be served is based

²⁸⁰ cf. Chen et al., 2018, p. 1358; Pelozo/Shang, 2011, pp. 128-129.

²⁸¹ cf. Anselmsson/Johansson, 2007, pp. 835 et seq.

²⁸² cf. Du/Bhattacharya/Sen, 2007, p. 225-226.

²⁸³ cf. Baumgartner and Ebner, 2010, pp. 76 et seq.

²⁸⁴ cf. Porter, 2008, n. pag.

²⁸⁵ cf. Kerth/Asum/Stich, 2015, n. pag.

²⁸⁶ cf. Porter, 2008, n. pag.

²⁸⁷ cf. Bea/Haas, 2016, n. pag.

²⁸⁸ cf. Mintzberg/Ghoshal/Lampel/Quinn, 2003, n. pag.

²⁸⁹ cf. Porter, 2008, n. pag.

on the respective industry or on focusing on a niche.²⁹⁰ A clear understanding of the needs of customers and the market is a prerequisite for achieving competitive advantages. A real competitive advantage can be created if customer needs are met effectively, cost-efficient, and better than those of competitors.²⁹¹

Companies can improve their CSR image by placing social responsibility at the centre of their value-creation strategy.²⁹² Studies show that when a brand presents itself as a CSR brand, customers are much more aware of CSR activities than a brand that only engages in CSR activities without communicating it as part of the brand.²⁹³ In addition, high-profile CSR initiatives seem to make a more significant contribution to corporate success than, for example, the consistent integration of CSR in all business processes.²⁹⁴ Nevertheless, CSR activities with high publicity impact achieve comparatively short-duration positive effects. At the same time, the consistent integration of CSR in the value chain brings long-term benefits.²⁹⁵ It can secure the existence of a company due to its attitude and credibility, even in price-sensitive and highly competitive markets.²⁹⁶ The positive perception and credibility of corporate social responsibility lead to a higher probability of purchase and longer-term loyalty and advocacy among customers.²⁹⁷ Investments in CSR seem worthwhile even if the initial costs of implementation are greater than the resulting profits.²⁹⁸

Human and work-related responsibilities are both dimensions that impact the overall perceived CSR of the brand. Therefore, these would be the dimensions to prioritize any brand that wants to achieve a more elaborated CSR image.²⁹⁹ The perceived work-related responsibilities are not primarily related to news headlines of bad Human Resource Management (HRM) “practices” among suppliers (e.g., child labour or poor working conditions). In the customer's perception, treating the service employees with whom they have personal contact is essential. Accordingly, HRM and employees also play a role in brand building. A good HRM image can strengthen a brand. Therefore, companies should treat the HRM and employer image as analogues to the product and price image. The perception of a company as a “good” employer is closely linked to customers' loyalty and willingness to pay a higher price. Brands with a good HRM image have stronger customer loyalty and attract customers

²⁹⁰ cf. Kerth et al., 2015, n. pag.

²⁹¹ cf. Papulova/Papulova, 2006, pp. 1 et seq.

²⁹² cf. Chen et al., 2018, p. 1358.

²⁹³ cf. Du et al., 2007, pp. 224-226.

²⁹⁴ cf. Bergius, 2005, n. pag.

²⁹⁵ cf. Chen et al., 2018, p. 1358.

²⁹⁶ cf. Gyori/Ocsai, 2014, pp. 62 et seq.

²⁹⁷ cf. Du et al., 2007, pp. 225-226.

²⁹⁸ cf. Kuo/Kalargyrou, 2014, pp. 165-166; Boehe/Cruz, 2010, pp. 325 et seq.

²⁹⁹ cf. Kwan, 2019, p. 1; Anselmsson/Johansson, 2007, pp. 825 et seq.

willing to pay a premium price. The social responsibility dimension in hiring and developing employees is a very important part of a good HRM image.³⁰⁰

Consumers are increasingly aware of CSR and sustainability of companies and pay more attention to their consumption behaviour that has as little harmful impact on the environment and society as possible. Companies should therefore pay attention to authentic and consistent activities in CSR and sustainability, as they can also benefit from this (reputation, corporate image, product differentiation, etc.).

1.4.4 CSR and Employer branding

Employer branding allows companies to present themselves positively in the market amidst the competition between employers for skilled workers and specialists.³⁰¹ It serves as traction for new employees but also supports organisations to remain attractive to existing employees, thus strengthening employee loyalty.³⁰² The attractiveness of an employer is primarily determined by the following factors: professional development opportunities, corporate reputation, social acceptance and affiliation, work-life balance, business ethics, and CSR.³⁰³ For the younger generation (“Generation Z” or “Millennials”), the aspects of job security, corporate culture, working atmosphere, CSR and opportunities to participate actively in CSR activities are particularly central.³⁰⁴ In contrast, research has shown that health promotion plays only a subordinate role.

Nonetheless, employer branding should be construed as a comprehensive strategic approach, functioning as the targeted planning, management, coordination, and control of a brand for the company in its role as an employer.³⁰⁵ It involves shaping the employer brand and the company image to enable an internal and external positioning as an attractive employer. A company cannot decide for or against employer branding; the issue pertains to whether it actively shapes and controls it or is passively shaped by others (e.g., employees, media reports, or comments on social media).³⁰⁶

Employer branding pursues the primary goals of creating a positive identity as an employer and conveying a unique selling proposition to stand out from other companies. The achievement of uniqueness as an employer is a central aspect of employer branding.³⁰⁷ This uniqueness, described in the literature as Employer Value Propositions, is achieved by combining employer branding with the employer’s value

³⁰⁰ cf. Kwan, 2019, p. 1; cf. Anselmsson et al., 2016, pp. 1185 et seq.

³⁰¹ cf. Immerschitt/Stumpf, 2019, pp. 47 et seq.

³⁰² cf. Shree/Arora/Khan, 2018, p. 136.

³⁰³ cf. Sharma/Prasad, 2018, pp. 536 et seq.

³⁰⁴ cf. Steckl/Simshäuser/Niederberger, 2019, pp. 12 et seq.; Theurer/Tumasjan/Welpe/Lievens, 2016, p. 155.

³⁰⁵ cf. Sponheuer, 2010, n. pag.

³⁰⁶ cf. Radermacher, 2013, pp. 1 et seq.

³⁰⁷ cf. Kanning, 2017, n. pag.

proposition and positioning.³⁰⁸ Creating and sustaining the image of an attractive employer is only possible through long-term strategic development and consistent internal and external communication of the employer brand.³⁰⁹ However, it is crucial to note that this effort concerns the entire corporate identity rather than focusing exclusively on the corporate brand. The strategic design of the corporate culture values perceived and lived by the employees is central to employer branding.³¹⁰ A management culture representing corporate values is an excellent example of a significant factor in shaping employer branding. A good relationship with superiors and colleagues increases the likelihood of employees staying with the company, despite poor general conditions and a lack of development opportunities. Employee loyalty can be reinforced significantly through leadership quality at hierarchical levels. Besides the increased commitment among employees, they will also demonstrate a high level of identification with the company.³¹¹ It should be emphasised that successful employer branding must be useful both inside and outside of the company. Such a consistent outcome conveys a high degree of stability and security for outsiders and further acts as an attractive force for potential applicants and employees. The most crucial success factor for employer branding is fulfilling the employer's promise to avoid being perceived as inauthentic.³¹² Other adverse effects may include a high risk of discouraging job seekers, a decline in motivation and employees leaving the company prematurely.³¹³ Accordingly, the authenticity and credibility of employer branding can be improved by involving and presenting employees in company campaigns.

Table 2 Contact Points with Employer Branding

Phase	Contact points with employer branding
Recruitment	Career website, image advertisements/job advertisements, online job exchange, employer video, social media/mobile recruiting, media relations (HR-PR), university marketing, cooperation with educational institutions, career information fairs, personnel service providers, employee recommendations, applicant events, evaluation portals, recruitment for regions and industries
Entry (on-boarding)	Job interview, employer brochure/information material, coaching/mentoring
Employee Retention	Corporate culture, employee management, career-promoting structures/employee training and further training, employee interviews/performance appraisal, internal communication, salary/fringe benefits, incentives/employee events, work-life balance, farewell to former employees

Source: Own presentation according to Immerschitt & Stumpf (2019, p. 106)

³⁰⁸ cf. Kriegler, 2012, n. pag.

³⁰⁹ cf. Fratričová/Kirchmayer, 2017, p. 50; Klimkiewicz/Oltra, 2017, pp. 459-460.

³¹⁰ cf. Brecht/Schmucker, 2013, pp. 201 et seq.

³¹¹ cf. Menzel, 2013, pp. 107 et seq.

³¹² cf. Carlini/Grace/France/Iacono, 2019, pp. 182 et seq.; Brecht/Schmucker, 2013, pp. 201 et seq.

³¹³ cf. Fratričová/Kirchmayer, 2017, p. 50; Klimkiewicz/Oltra, 2017, pp. 459-460.

The contact with and expectations of an employer branding vary according to the connection with the company. Thus, employees, former employees and job seekers have different information needs and expectations of communication.³¹⁴ The potential points of contact with employer branding are manifold, and they can be divided into three phases: Recruitment, Entry (on-boarding) and Employee Retention.³¹⁵ An overview of the essential points of contact is illustrated in Table 2. Employer branding is an interdisciplinary or interfaced topic localised in companies between marketing, public relations, and human resources. For this reason, top management must be in charge of the project to successfully introduce employer branding.³¹⁶ Not only does employer branding offer excellent potential in the competition for talent, but it can also reduce overall recruitment costs, resulting from a higher level of attractiveness of the company as an employer.³¹⁷

Human and work-related responsibilities significantly influence a company's perceived CSR commitment,³¹⁸ which concerns the company itself and the entire value chain. Nonetheless, it should be highlighted that the perception of a company's CSR is not primarily shaped by negative headlines in the media (for example, child labour or suppliers' poor working conditions). Rather, it is influenced by the treatment of employees with whom customers have direct contact. Furthermore, the customer perception of a company as an employer is closely interlinked with loyalty and willingness to pay an additional price for products and services.³¹⁹ Managers in socially responsible companies are also perceived as more ethical, trustworthy, considerate, and fair in decision-making processes than the companies that do not engage in CSR. Because of that, CSR activities can be considered an indicator of ethical leadership within a company.³²⁰ This further implies the significance of social responsibility towards employees in good employer branding, and,³²¹ like CSR activities in general, social responsibility can significantly strengthen the employer brand.³²² Accordingly, the employer brand and employer branding should be equally treated as important as a product and price image.³²³ Nevertheless, Puncheva-Michelotti, Hudson and Jin (2018)³²⁴ suggested that even multinational companies have hardly ever used their CSR commitment in the employer branding strategy and did not reference it either in personnel recruitment or in external employer branding communication; the same applies to OHS.³²⁵ This shows that there is still a lot of

³¹⁴ cf. Immerschitt/Stumpf, 2019, pp. 47 et seq.; Steckl et al., 2019, pp. 212 et seq.

³¹⁵ cf. Immerschitt/Stumpf, 2019, p. 106.

³¹⁶ cf. Immerschitt/Stumpf, 2019, pp. 91 et seq.; Kregel/Schmidt, 2013, pp. 35 et seq.

³¹⁷ cf. Kregel/Schmidt, 2013, pp. 35 et seq.

³¹⁸ cf. Anselmsson/Johansson, 2007, p. 825.

³¹⁹ cf. Anselmsson et al., 2016, pp. 1185 et seq.

³²⁰ cf. Kirchmayer/Remisova/Lasakova, 2016, pp. 7146 et seq.

³²¹ cf. Verčič/Čorić, 2018, p. 444; Anselmsson et al., 2016, p. 1185.

³²² cf. Miethlich, 2020, n. pag.; Csillag et al., 2018, pp. 76-77; Kuznetsova/Yalcin, 2017 p. 243.

³²³ cf. Anselmsson et al., 2016, p. 1189.

³²⁴ cf. Puncheva-Michelotti/Hudson/Jin, 2018, pp. 643 et seq.

³²⁵ cf. Łazorko, 2019, pp. 16 et seq.

potential for synergies and leverage in business practice by linking these individual strategies.

The communication of values further assumes an essential function in employer branding. Due to increasingly globalised markets, it is also necessary to consider the diversity of target groups of employees and customers and incorporate this element into branding. Since employees are perceived as the brand's face,³²⁶ their engagement in communication activities regarding cultural diversity, gender-balanced working environments and the workplace are highly encouraged. For instance, this type of direct involvement can be demonstrated through the active use of social media sites.³²⁷ As employer brands rarely incorporate CSR elements, the employer value proposition would include concepts about payment and benefits. Thus, it is worth highlighting that social media platforms allow customers and potential candidates to interact more effectively with the brand. This interaction will consequently help address the different brand aspects, CSR, and values essential for the employer value proposition.³²⁸

Given the demographic change and the shortage of skilled workforce, positive and authentic employer branding is seen as a considerable advantage in the competition for talent and retaining existing employees. Employer branding allows the company's values to be relayed to the general public, further facilitating more opening of new pools of applicants.

1.4.5 Implementation of CRS in enterprises

Different patterns can be observed in the implementation of CSR in enterprises. As shown in Figure 3, the relative costs of implementing CSR, which depend on the company's size, are decisive for the chosen implementation method.³²⁹

Even though SMEs, in contrast to MNEs, generally expect fewer attacks from NGOs, the practical implementation within the company seems easier due to the smaller company size. At the same time, they have weaknesses due to the relatively high costs for effective external communication of the measures. In MNEs, on the other hand, there is a lack of comprehensive integration of CSR into organisational structures and processes. Therefore, it is not surprising that even leading multinational companies limit themselves to public CSR initiatives due to the costs involved and neglect the integration of CSR in all business processes.³³⁰

This concludes that SMEs take their social responsibility seriously and, on their initiative, communicate their commitment little or not at all. In contrast, MNEs often experience public pressure to fulfil their social responsibility. When implementing

³²⁶ cf. Kaiser/Regjepaj, 2019, pp. 49 et seq.

³²⁷ cf. Ahmadi/Eilert/Weibert/Wulf/Marsden 2020, p. 330; Kaiser/Regjepaj, 2019, pp. 49 et seq.

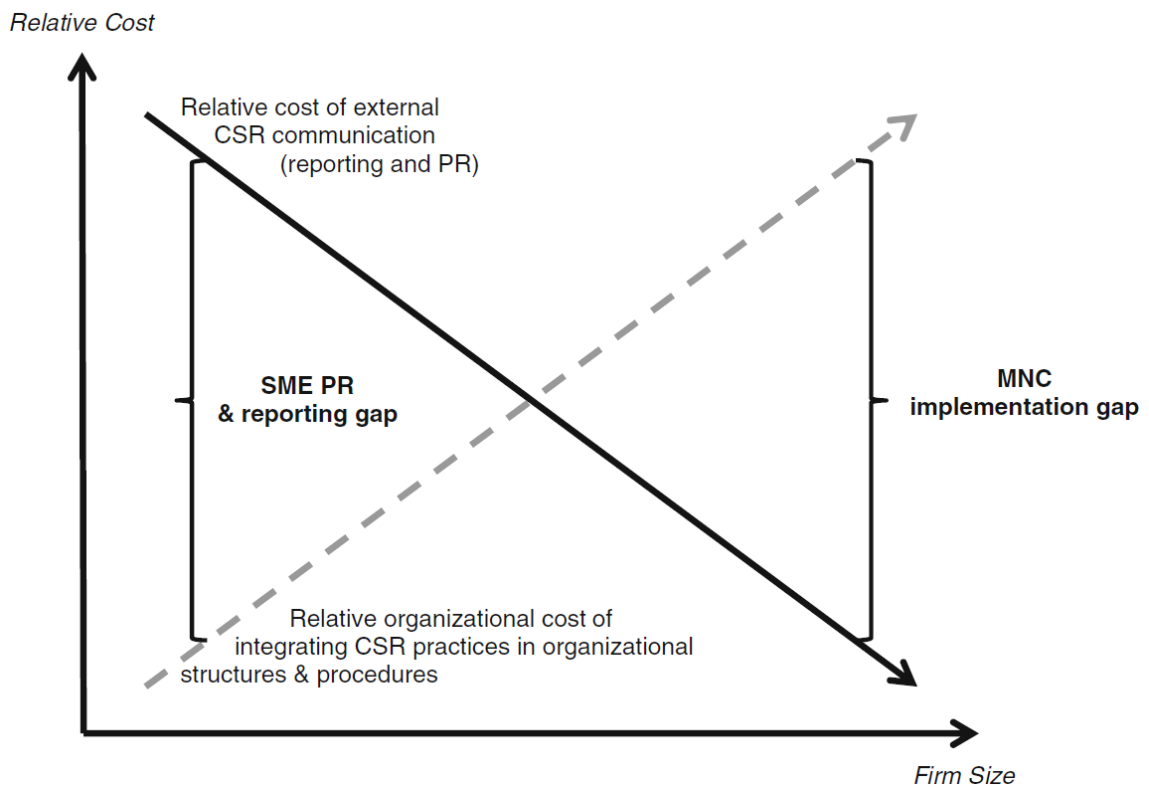
³²⁸ cf. Kupczyk/Szymańska/Kubicka/Oleszkiewicz, 2016, p. 82.

³²⁹ cf. Baumann-Pauly/Wickert/Spence/Scherer, 2013, pp. 702-703.

³³⁰ cf. Baumann-Pauly/Wickert/Spence/Scherer, 2013, pp. 702-703.

CSR, MNEs tend to focus on comprehensive reporting rather than a continuous and comprehensive integration of CSR in the organisational structure and processes. SMEs are not exploiting the potential of their CSR efforts. They could make more profit by better marketing the measures they are already implementing and benefiting from customer loyalty.

Figure 3 The Relative Costs of CSR Efforts



Source: Baumann-Pauly, Wickert, Spence & Scherer (2013, p. 702)

1.5 Employment of PWD and Vocational Rehabilitation as CSR strategy

Promoting the employment and inclusion of PWD should be an integral part of a company's social engagement³³¹ and is, therefore, an important social responsibility that needs to be addressed through CSR strategies.³³² The challenge is not only to make the attitude towards the integration and inclusion of people with disabilities visible³³³ but also to adapt these CSR activities within the company. It especially concerns the promotion of appropriate corporate culture and working environment.³³⁴ Employment of PWD extends the social responsibility of corporate organizations³³⁵

³³¹ cf. Monachino/Moreiram, 2014, p. 53; Markel/Barclay, 2009, p. 316.

³³² cf. Kuznetsova, 2012, p. 13.

³³³ cf. Lysaght, 2010, pp. 233–234; Gilbride et al., 2003, pp. 136-137.

³³⁴ cf. Fasciglione, 2015, pp. 191-192; Kuznetsova, 2012, p. 13; Lysaght, 2010, pp. 233–234.

³³⁵ cf. Samant et al., 2009, p. 176; Schur et al., 2005, p. 12.

and is a real opportunity to take CSR seriously inside and outside the organization.³³⁶ The care of a company towards its employees and the inclusion of PWD³³⁷ is a central concern of CSR.³³⁸ Employment of PWD promotes social inclusion, diversity, equal opportunities, and an inclusive corporate culture.³³⁹ Social inclusion as part of the CSR strategy represents a win-win situation for all stakeholders.³⁴⁰ It also serves the social education of society regarding the abilities of PWD.³⁴¹ Additionally, the employment of PWD is an indication of a good corporate culture.³⁴²

The same is true for the implementation of vocational rehabilitation. Vocational rehabilitation is an essential part of social commitment and, thus, sustainable management.³⁴³ Vocational rehabilitation can be understood as an element of OHS³⁴⁴ or disability management.³⁴⁵ Although OHS and vocational rehabilitation have a strategic economic value, it is, above all, moral, ethical and social issues that companies must address as part of their CSR strategy.³⁴⁶ It is not surprising that OHS is already a subject in all international CSR management tools and instruments.³⁴⁷ CSR plays an important role in promoting OHS. However, if an employee becomes ill or has an accident and subsequently needs support in returning to work or vocational rehabilitation, this is rarely part of the CSR strategy.³⁴⁸ Implementing vocational rehabilitation in the CSR strategy offers important advantages and increases the chances of successful implementation in the company.

Many companies are engaged in vocational rehabilitation independently of a CSR strategy and miss the effective opportunity to gain a competitive advantage through CSR.³⁴⁹

1.5.1 The current state of research: Employment of PWD and Vocational Rehabilitation as CSR initiatives

Many aspects of vocational rehabilitation have already been extensively and empirically investigated.³⁵⁰ However, the existing studies usually only deal with certain aspects or mention individual effects on companies as secondary findings.

³³⁶ cf. Csillag/Gyori, 2016, p. 870.

³³⁷ cf. Kuznetsova/Yalcin, 2017, p. 241.

³³⁸ cf. Cierniak-Emerych/Zieba, 2014, pp. 21 et seq.; Dura, 2014, p. 59; Amponsah-Tawiah/Dartey-Baah, 2012, pp. 231-232.

³³⁹ cf. Csillag/Gyori, 2016, pp. 860-861; Aytac et al., 2012, pp. 39 et seq.; Bennett, 2011, p. 347.

³⁴⁰ cf. Saunders/Nedelec, 2014, p. 100; Aytac et al., 2012, pp. 39 et seq.

³⁴¹ cf. Aichner/Shaltoni, 2018, p. 115; Abd Manaf/Othman/Saad/Jamaluddin/Noor, 2018, p. 261.

³⁴² cf. Schur/Kruse/ Blasi/ Blanck, 2009, p. 381.

³⁴³ cf. Monachino/Moreira, 2014, p. 53; Amponsah-Tawiah/Dartey-Baah, 2012, pp. 231-232; Markel/Barclay, 2009, p. 316.

³⁴⁴ cf. Koskela, 2014, p. 294; Amponsah-Tawiah/Dartey-Baah, 2012, pp. 231-232.

³⁴⁵ cf. Tompa/Oliveira/Dolinschi/Irvin, 2008, p. 16.

³⁴⁶ cf. Cagno/Micheli/Masi/Jacinto, 2013, p. 134.

³⁴⁷ cf. Montero/Araque/Rey, 2009, p. 1440.

³⁴⁸ cf. Miethlich/Slahor, 2018b, pp. 1453-1454.

³⁴⁹ cf. Cierniak-Emerych/Zieba, 2014, pp. 21 et seq.

³⁵⁰ cf. Waddell et al., 2008, p. 8.

There are no comprehensive studies of the economic effects on a company from a holistic, integrated management perspective. The effects of vocational rehabilitation³⁵¹ and PWD employment have hardly been investigated from an organizational management perspective.³⁵² Corresponding references in the literature mostly refer to anecdotes and not empirical data.

CSR literature has also paid little attention to both vocational rehabilitation and the employment of PWD.³⁵³ There is no comprehensive understanding of how PWD or vocational rehabilitation employment affects companies. There is a lack of in-depth analysis and knowledge on how competitive advantages can be derived and the implications for strategic corporate management.

Lindsay et al. (2018a) have compiled the advantages and effects of PWD employment mentioned in various studies in extensive systematic literature analysis. A total of 6,176 studies from the last two decades were examined. Of these, only thirty-nine studies could be identified that dealt at least partially with the advantages and effects on companies employing PWD.³⁵⁴ Nevertheless, the results tend to point to a positive contribution to business success,³⁵⁵ although the extent varies from industry to industry.³⁵⁶

There are a few studies regarding the effects of vocational rehabilitation on companies, which concentrate on the same few familiar aspects.³⁵⁷ For example, various studies show that vocational rehabilitation reduces disability rates and overall health costs.³⁵⁸ Although the cost advantages of vocational rehabilitation for the economy have been extensively investigated,³⁵⁹ there have been hardly any studies on the economic effects on companies.³⁶⁰ Due to the wide variety of disabilities and intervention possibilities, it is almost impossible to accurately determine cost-effectiveness or cost benefits.³⁶¹ Accordingly, no international consensus has yet been reached on the methodology of vocational rehabilitation and its effectiveness and efficiency.³⁶²

From a business point of view, the concepts have hardly been researched. There is still a need for research into a solid understanding of the effects on companies and the implications for strategic corporate management. Only then can the employment of PWD and vocational rehabilitation be specifically promoted by companies.³⁶³

³⁵¹ cf. Tompa et al., 2008, pp. 25-26.

³⁵² cf. Seino et al. 2017, pp. 333 et seq.

³⁵³ cf. Kwan, 2019, p. 7; Miethlich/Slahor, 2018a, pp. 350-351.

³⁵⁴ cf. Lindsay et al., 2018a, p. 636.

³⁵⁵ cf. Tompa et al., 2008, p. 16.

³⁵⁶ cf. Tompa/Dolinschi/De Oliveira/Amick/Irvin, 2010, p. 220.

³⁵⁷ cf. Howard-Wilsher et al., 2016, pp. 12-13.

³⁵⁸ cf. Cullen et al., 2008, p. 69.

³⁵⁹ cf. Waddell et al., 2008, p. 8.

³⁶⁰ cf. Tompa et al., 2008, p. 16.

³⁶¹ cf. Howard-Wilsher et al., 2016, p. 11.

³⁶² cf. Lefever et al., 2018, p. 533.

³⁶³ cf. Miethlich, 2018, p. 46.

Many instruments exist to promote CSR adaptation in companies, such as corporate guidelines, international standards, certifications, sustainability reporting, or comprehensive management systems.³⁶⁴ On the other hand, there is little guidance and knowledge regarding implementing specific CSR activities in companies.³⁶⁵ Many companies are not aware of the content and impact of CSR.³⁶⁶ At the same time, the degree to which CSR is implemented within a company is hardly perceived by the public.³⁶⁷ It has not yet been adequately identified and researched which aspects promote or hinder CSR implementation in a company.³⁶⁸ It is known that the success of the implementation depends largely on the quality of internal communication and the implementation itself seems to follow a pattern of the company's size.³⁶⁹ Although there has been a growing interest in a comprehensive understanding of the implementation of CSR initiatives in the past two decades,³⁷⁰ there is only little reference in the literature to the implementation and adaptation of the employment of PWD as a CSR initiative.³⁷¹ Also, in business practice, the employment of PWD is rarely part of the CSR strategy.³⁷² Although the Employment of PWD and Vocational Rehabilitation are important elements of corporate social responsibility, it is hardly a topic in CSR literature. In general, this area seems to be insufficiently researched from a business perspective.

1.5.2 Implementation and Success Factors: Employment of PWD and Vocational Rehabilitation as part of the CSR strategy

In their CSR strategies, companies must explicitly formulate how and in what form this concern is addressed. Only in this way a CSR initiative can be successfully implemented. Simultaneously, it is important to communicate and make the commitment and positive benefits visible within the company and the outside world.³⁷³ This allows benefiting from the advantages that result from its reputation as a good “corporate citizen” or socially responsible company,³⁷⁴ like creating a stronger corporate brand.³⁷⁵

Awareness of CSR activities among customers and other stakeholders is a prerequisite for achieving benefits.³⁷⁶ Additional competitive advantages can be

³⁶⁴ cf. EC, 2004, pp. 7-8.

³⁶⁵ cf. Pelozo/Shang, 2011, p. 130; Bhattacharya/Korschun/Sen, 2009, pp. 257-258.

³⁶⁶ cf. Pérez et al., 2018, p. 106; Schneider, 2015, p. 22; Pelozo/Shang, 2011, p. 130.

³⁶⁷ cf. Baumann-Pauly et al., 2013, p.702.

³⁶⁸ cf. Pérez et al., 2018, p. 106; Baumann-Pauly et al., 2013, p.703.

³⁶⁹ cf. Gratzl/Gumpfer, 2017, p. 275.

³⁷⁰ cf. Wang et al., 2016, p. 535.

³⁷¹ cf. Pérez et al., 2018, p. 101; Markel/Barclay, 2009, p. 305.

³⁷² cf. Csillag/Gyori, 2016, p. 861.

³⁷³ cf. Miethlich/Slahor, 2018a, pp. 353-354; Miethlich/Slahor, 2018b, pp. 1452-1453.

³⁷⁴ cf. Kwan, 2019, p. 1; Miethlich/Slahor, 2018a, p. 350.

³⁷⁵ cf. Csillag/Gyori, 2016, p. 869.

³⁷⁶ cf. Pelozo/Shang, 2011, p. 130; Sen et al., 2006, p. 164.

generated in connection with a positive reputation as a socially responsible company.³⁷⁷ Companies often functionalize CSR exclusively for their corporate image.³⁷⁸

The promotion of vocational rehabilitation is most effective when CSR is anchored in the corporate culture. The commitment and support of all company levels, especially top management, is central and should be demonstrated regularly.³⁷⁹

The CSR strategy should describe vocational rehabilitation in concrete terms; a commitment alone is insufficient.³⁸⁰ The procedure and the course of vocational rehabilitation in the company should be recorded in RTW policies or a separate guideline or process.³⁸¹ However, even a guideline does not yet guarantee that vocational rehabilitation will be implemented in the company.³⁸² Combining internal company guidelines or RTW policies and their implementation in the CSR strategy ensures that all executives speak the same management language and give vocational rehabilitation the same high priority.³⁸³ Other important factors for a successful implementation are a common understanding of all stakeholders involved and a common intention regarding interventions, goals, culture, and practice concerning vocational rehabilitation³⁸⁴ and the awareness and knowledge of the employees on the program, processes, and responsibilities.³⁸⁵

The commitment must go beyond any existing legal requirements. It can be achieved with various additional measures implemented individually or in combination as part of the CSR activity. For example, companies can make their commitment visible to the outside world through public relations work, highlighting the positive aspects of vocational rehabilitation and raising awareness of the topic.³⁸⁶

In concrete terms, the integration of people with disabilities in companies must be understood as a standardized process to promote the employment of PWD under the same conditions as other employees.³⁸⁷ PWD cannot simply be equated with other disadvantaged groups as part of diversity. Diversity management approaches are insufficient and cannot promote equality and equal opportunities for PWD.³⁸⁸ Further progress could be made by calling for CSR reporting, developing international CSR standards, or awarding particularly dedicated companies.³⁸⁹

³⁷⁷ cf. Pelozo/Shang, 2011, p. 130.

³⁷⁸ cf. Psychologische Forschungsgruppe Schönhals, 1990 as cited in Niehaus, 1997, p. 45.

³⁷⁹ cf. Glade et al., 2020, p. 85; Phillips et al., 2019, p. 1; Bruyère et al., 2010, p. 48; Waddell/Burton, 2005, p. 655.

³⁸⁰ cf. McDonough et al., 2021, p. 75; Miethlich/Slahor, 2018a, pp. 353-354; Fasciglione, 2015, p. 191; Kuznetsova, 2012, p. 13.

³⁸¹ cf. McDonough et al., 2021, p. 75; Gensby et al., 2013, p. 238.

³⁸² cf. Higgins et al., 2012, pp. 328-330.

³⁸³ cf. Glade et al., 2020, p. 86; Montero et al., 2009, p. 1440.

³⁸⁴ cf. Higgins et al., 2012, pp. 328-330.

³⁸⁵ cf. Doucette, 2004, pp. 1-3.

³⁸⁶ cf. Fasciglione, 2015, p. 191; Markel/Barclay, 2009, pp. 312-313; Hernandez et al., 2008, p. 163.

³⁸⁷ cf. Munduate et al., 2014, p. 125

³⁸⁸ cf. Woodhams/Danieli, 2000, p. 413-414.

³⁸⁹ cf. Csillag/Gyori, 2016, pp. 867-868.

Additionally, it leads to strengthening value drivers such as developing a differentiated reputation with key stakeholders and customers,³⁹⁰ not to forget that any stakeholder could be a PWD: capitalists, lenders, investors, customers/users, suppliers, opinion makers, employees or business operatives.³⁹¹ PWD in direct customer contact can be an important element in creating and maintaining a CSR image and a socially responsible reputation, which customers pass on as word-of-mouth propaganda and can also serve as a basis for a responsive and successful marketing program.³⁹² A socially responsible business strategy and employer branding help to demonstrate the company's openness and inclusiveness.³⁹³ The "inclusive" aspect of the businesses could be promoted by advertising the employees with disabilities and their performance.³⁹⁴ Diversity and inclusive workplaces can be an inherent part of the brand.³⁹⁵ Also, a better social image³⁹⁶ leads to good public relations (PR)³⁹⁷ and an overall positive impact on company image³⁹⁸ and increased brand loyalty³⁹⁹ and a stronger brand.⁴⁰⁰ The employment of PWD can be understood as a subtle way to promote the corporate image and provide more successful marketing to different types of customers.⁴⁰¹

Cooperation with external stakeholders, such as institutions for the disabled, municipal partners or social security agencies, is advantageous. Practical examples show that this is a very effective CSR activity and can generate additional business opportunities (e.g., reputation as a socially responsible company, win-win-win situations, and recruitment possibilities).⁴⁰² Through strategic cooperation with partners, companies can also benefit, as they receive support in recruiting, job matching, hiring and retaining qualified people with disabilities, and carrying out vocational rehabilitation.⁴⁰³ In addition, such cooperation can help support an affected employee in a necessary external placement.⁴⁰⁴ Similarly, companies can also consider people who need to reorient themselves for health reasons when filling internships or entry-level positions. Both can also be understood as innovative approaches to attracting and retaining the necessary specialists. The company's internal opportunities for vocational rehabilitation or their sheltered workplaces could

³⁹⁰ cf. Kuznetsova, 2012, pp. 11-13; Gröschl, 2005, p. 272.

³⁹¹ cf. Migliaccio, 2016, pp. 51 et seq.

³⁹² cf. Rosenbaum et al., 2017, pp. 385 et seq.

³⁹³ cf. Miethlich, 2020, n. pag.; Kuznetsova/Yalcin, 2017, p. 243.

³⁹⁴ cf. Gröschl, 2012, p. 119.

³⁹⁵ cf. Csillag/Gyori, 2016, p. 869; Hull, 2007, pp. 47 et seq.

³⁹⁶ cf. Gelashvili/Camacho-Miñano/Segovia-Vargas, 2015, p. 111.

³⁹⁷ cf. Kuznetsova/Yalcin, 2017, pp. 247-248.

³⁹⁸ cf. Lindsay et al., 2018a, p. 653.; Csillag/Gyori, 2016, p. 869.

³⁹⁹ cf. Lindsay et al., 2018a, p. 650.

⁴⁰⁰ cf. Csillag et al., 2018, pp. 76-77.

⁴⁰¹ cf. Dibben/James/Cunningham/Smythe, 2002, pp. 465-466.

⁴⁰² cf. Thomsen/Lauring, 2008, pp. 120-121.

⁴⁰³ cf. Haines et al., 2018, pp. 133 et seq.

⁴⁰⁴ cf. Hayes/Randall/Buys, 2013, p. 1.

also be made available to external persons to a certain extent if not staffed by the company's employees.

Large companies have more work and tasks than SMEs, allowing employees with limited capacity to work temporarily with less demanding tasks.⁴⁰⁵ In contrast, vocational rehabilitation in an SME with a flat hierarchy is easier to coordinate and facilitate due to more straightforward processes and fewer people involved.⁴⁰⁶ Successful vocational rehabilitation requires the cooperation of employees and superiors.⁴⁰⁷ The direct superior is a key factor for successfully realising vocational rehabilitation. It bears the main responsibility concerning designing an appropriate working environment and maintaining a balance between achieving the operational goals and finding suitable activities for rehabilitating the person.⁴⁰⁸

SMEs typically have few financial and human resources, and the economic value of OHS is the primary driver for implementing vocational rehabilitation measures. Nevertheless, even in SMEs, CSR should not be ignored as a driver in improving working conditions and promoting vocational rehabilitation.⁴⁰⁹

A commitment to PWD employment and vocational rehabilitation as part of the CSR strategy is special because this social engagement is directly carried out within the company, and the employees are directly involved. Therefore, a fundamental success factor in implementing the CSR strategy is the link between company goals or production targets and social engagement so that an individual manager does not have to make trade-offs. This requires incentives as well as support and communication from top management.

1.5.3 Benefits of a socially responsible engagement for companies

The advantages of the employment of PWD in general and Vocational rehabilitation in specific can be divided into five categories: Increased productivity, reduced personnel costs, increased customer loyalty, corporate shared value, and competitive advantages.

A company's productivity and innovative strength can be increased by employing PWD. PWD, as employees, brings unique experiences and understanding to the company.⁴¹⁰ PWD are often innovative and creative in how they work with their clients and seem to positively impact service quality and efficiency.⁴¹¹ Several studies show that the employment of PWD leads to increased creativity,⁴¹² better decision-

⁴⁰⁵ cf. Baril/Berthelette/Massicotte, 2003a, pp. 277 et seq.

⁴⁰⁶ cf. Friesen/Yassi/Cooper, 2001, pp. 19-21.

⁴⁰⁷ cf. Glade et al., 2020, pp. 85-86; Baril et al., 2003b, p. 2101.

⁴⁰⁸ cf. Glade et al., 2020, pp. 85-86; Holmgren/Ivanoff, 2007, p. 93.

⁴⁰⁹ cf. Cagno et al., 2013, pp. 134 et seq.

⁴¹⁰ cf. Aichner, 2021, pp. 3-4; ODEP, 2009, n. pag.

⁴¹¹ cf. Aichner, 2021, pp. 3-4; Lindsay et al., 2018a, p. 652.

⁴¹² cf. Aichner, 2021, p. 2; Gröschl, 2007, p. 671; Dibben et al., 2002, p. 455.

making processes,⁴¹³ improved ability to solve problems in companies⁴¹⁴ and stimulated innovations facilitated through the associated diversity in the teams.⁴¹⁵ Therefore, PWD offers companies the opportunity to renew their products, structures, processes, management style, and corporate culture, specifically by using new information and communication technology.⁴¹⁶

By considering the needs of PWD in their role as employees,⁴¹⁷ the customer base of PWD is also promoted.⁴¹⁸ Companies should also respond to customers with disabilities' needs, as they may need specially designed products and services to benefit from the offer⁴¹⁹ and through high accessibility standards of the companies' buildings and facilities.⁴²⁰ The prerequisite for this is to develop an increased awareness of the needs and expectations of disabled customers.⁴²¹ Specifically, the resulting sensitivity to disability allows companies to develop products and services for PWD and access new market segments.⁴²² The employment of PWD, or persons undergoing vocational rehabilitation, makes a qualitative contribution to company productivity.

The employment of PWD offers companies a competitive advantage in the form of a source of qualified, committed, and loyal employees.⁴²³ This untapped pool of applicants can also be a solution to a future shortage of skilled workers.⁴²⁴ Moreover, the integration of PWD into the company improves the corporate culture and strengthens the employer brand.⁴²⁵

Vocational rehabilitation can both preserve and regain human resources. Integrating vocational rehabilitation into employer branding strategies can generate real added value as the impacts of vocational rehabilitation are congruent with the objectives of employer branding in many respects. The value primarily facilitates this as a caring employer, health promotion, preservation and retrieval of human resources, improved leadership competencies and corporate culture. This is subsequently contributing to employee motivation, mental health, and resilience.⁴²⁶

PWD are very loyal employees and change jobs less often, thus reducing staff turnover in the company. PWD are very dedicated employees. PWD are an integral part of a diverse workforce.⁴²⁷ Also, the employment of PWD seems to increase

⁴¹³ cf. Dibben et al., 2002, p. 455.

⁴¹⁴ cf. Aichner, 2021, p. 2; Lindsay et al., 2018a, p. 643.

⁴¹⁵ cf. ODEP, 2009, n. pag.

⁴¹⁶ cf. Migliaccio, 2016, pp. 64-65.

⁴¹⁷ cf. Rosenbaum et al., 2017, pp. 385 et seq.

⁴¹⁸ cf. Aichner/Shaltoni, 2018, p. 115; Kuznetsova, 2012, p. 13.

⁴¹⁹ cf. Miethlich, 2018, p. 43.

⁴²⁰ cf. Bento/Kuznetsova, 2018, p. 34.

⁴²¹ cf. Lindsay et al., 2018a, pp. 650-651; Miethlich, 2018, p. 45; Gröschl, 2004, pp. 15-16.

⁴²² cf. Miethlich, 2018, p. 46.

⁴²³ cf. Aichner, 2021, p. 2; Houtenville/Kalargyrou, 2012, p. 41.

⁴²⁴ cf. Ball et al., 2005, pp. 114-115.

⁴²⁵ cf. Csillag et al., 2018, pp. 76-77.

⁴²⁶ cf. Miethlich, 2020, n. pag.

⁴²⁷ cf. Aichner, 2021, p. 2; Houtenville/Kalargyrou, 2014, pp. 168 et seq.; Houtenville/Kalargyrou, 2012,

psychological safety at work, which can lead to higher motivation of all employees, less staff turnover, higher overall profitability and, accordingly to, a competitive advantage.⁴²⁸ The positive social response to disability in the workplace reduces the stigma and threat of job loss.⁴²⁹ Employees who experience how the company takes care of sick or injured colleagues seem to have better resilience. Studies also indicate that disability management or vocational rehabilitation program is associated with fewer work-related burnout cases, improved corporate culture⁴³⁰, and a positive influence on the job satisfaction of the persons concerned and their colleagues⁴³¹. Additionally, several European studies show that working conditions and job security significantly influence the incidence of illness and, consequently, long-term and permanent disabilities.⁴³² Vocational rehabilitation efforts can reduce absence due to illness, show a preventive effect, and improve the working atmosphere in general.⁴³³ After successful vocational rehabilitation, affected employees are above-average committed and loyal.⁴³⁴

Vocational rehabilitation enables a company to maintain its investments in “human capital”. The faster an impaired employee can return to work; the less disruption will be caused in the work processes; if an affected employee can be retained in the company, the fluctuation rate decreases and the personnel costs (e.g., recruitment, selection, employment, and training of a replacement employee). Losing an employee due to illness or accident reduces the “return on investment” in the employee's previous investment in formal and practical training.⁴³⁵ The employment of PWD, or persons undergoing vocational rehabilitation, is an indicator of a caring employer, which positively impacts employees. It is also an innovative way to recruit professionals and specialists.

Moreover, the employment of PWD seems to have a positive impact on sales.⁴³⁶ Customers with disabilities and their families, friends, and associates represent a huge potential market segment.⁴³⁷ Different studies show that customers prefer to give their business to companies that hire people with disabilities.⁴³⁸ Consumers responded positively to socially responsible companies. Ninety-two percent of consumers felt more favourable toward companies that hire people with disabilities.⁴³⁹ Consumers pay more attention to and patronize businesses that feature people with disabilities in

pp. 50-51.

⁴²⁸ cf. Aichner, 2021, p. 2; Kalargyrou, 2012, pp. 2-3.

⁴²⁹ cf. Cullen et al., 2008, p. 68; Doucette, 2004, p. 3; Millington et al., 2003, pp. 325-326.

⁴³⁰ cf. Cullen et al., 2008, p. 65.

⁴³¹ cf. Glade et al., 2020, pp. 85-86; Wagner et al. 2017b, p. 1; Millington et al., 2003, pp. 317 et seq.

⁴³² cf. Vermeulen et al., 2009, pp. 232 et seq.; Pilet, 2006, pp. 43-44.

⁴³³ cf. Cullen et al., 2008, p. 68-69.

⁴³⁴ cf. Dean, 1988, pp. 144-145.

⁴³⁵ cf. Dean, 1988, p. 142.

⁴³⁶ cf. Miethlich/Oldenburger, 2019a, p. 9-10.

⁴³⁷ cf. Aichner/Shaltoni, 2018, p. 115; ODEP, 2009, n. pag.

⁴³⁸ cf. Kalargyrou, 2012, pp. 2-3.

⁴³⁹ cf. Lindsay et al., 2018a, p. 646.

their advertising. Disability-friendly businesses often realize the loyal patronage of people with disabilities, their families, and their friends.⁴⁴⁰ Reflecting the diversity of the consumer market⁴⁴¹ can attract a wider customer base, increase a company's market share and lead to higher sales.⁴⁴² Also, developing new products and services or responding to marketplace needs leads to access to new markets.⁴⁴³ Previous research shows no direct connection between the employment of PWD and higher profitability, probably because companies mostly understand and use PWD to promote their image and not as a direct "competitive advantage".⁴⁴⁴ Nonetheless, the employment of PWD allows for obtaining competitive advantages such as value creation. Better customer relations, stimulated innovations, a strong socially responsible brand, and differentiated corporate culture results in higher profits,⁴⁴⁵ confirmed by various practical examples.⁴⁴⁶

Benefits can be gained from CSR, particularly through an improved corporate image.⁴⁴⁷ The employment of PWD is an opportunity to attract and retain socially responsible customers and customers with disabilities⁴⁴⁸ and increases the chance to gain a lasting customer base.⁴⁴⁹ The employment of PWD recognizes and reflects the diversity of the consumer market, society, customers, and potential customers.⁴⁵⁰ Disability initiatives as socially responsible behaviour of a company ensure a good local client base.⁴⁵¹ Hiring people with visible disabilities, ranging from improving their image with customers and investors to building sustainable relationships through client-employee contacts⁴⁵² and increasing customer loyalty and satisfaction.⁴⁵³ The employment of PWD often results in improved customer relations⁴⁵⁴ and leads to higher consumer loyalty.⁴⁵⁵ Specifically, more research is needed on guests' attitudes in the hospitality and tourism industry, as face-to-face communication with employees is required. The business's success is highly correlated with the excellence of the service provided.⁴⁵⁶ Guests with disabilities chose the business because of the barrier-free environment and the accommodating facilities and because the employees do not emphasize their disabilities. Families with

⁴⁴⁰ cf. Rosenbaum et al., 2017, pp. 385 et seq.

⁴⁴¹ cf. Lindsay et al., 2018a, pp. 649-650; Wells, 2008, pp. 44 et seq; Dibben et al., 2002, p. 453.

⁴⁴² cf. Aichner, 2021, p. 2; Dibben et al., 2002, pp. 464-466.

⁴⁴³ cf. Aichner/Shaltoni, 2018, p. 115; ODEP, 2009, n. pag.

⁴⁴⁴ cf. Dibben et al., 2002, p. 465.

⁴⁴⁵ cf. Gelashvili et al., 2015, p. 111.

⁴⁴⁶ cf. Kalargyrou, 2014, pp. 120 et seq.

⁴⁴⁷ cf. Kuznetsova, 2012, pp. 11-13.

⁴⁴⁸ cf. Lindsay et al., 2018a, pp. 649-650; Gröschl, 2007, p. 671.

⁴⁴⁹ cf. ODEP, 2009, n. pag.

⁴⁵⁰ cf. Lindsay et al., 2018a, pp. 649-650; Dibben et al., 2002, p. 453.

⁴⁵¹ cf. Dibben et al., 2002, p. 453.

⁴⁵² cf. Lysaght/Ouellette-Kuntz/Lin, 2012, pp. 411-412.

⁴⁵³ cf. Lindsay et al., 2018a, p. 652.

⁴⁵⁴ cf. Csillag/Gyori, 2016, p. 863; Kuznetsova, 2012, pp. 11-13; Graffam/Smith/Shinkfield/Polzin, 2002, pp. 256-257.

⁴⁵⁵ cf. Gelashvili, et al., 2015, p. 111.

⁴⁵⁶ cf. Kalargyrou, 2014, p. 127.

small kids or seniors also appreciate the barrier-free environment.⁴⁵⁷ Concerns regarding PWD and customer contact exist in the high-price and luxury segments.⁴⁵⁸ However, PWD's physical attributes do not negatively influence guests' experiences.⁴⁵⁹ Online customer reviews of restaurants that employ PWD as “front-line employees” are generally favourable and positive. Therefore, employees with disabilities seem to make a significant positive contribution to the perception of service quality. As front-line employees, PWD can act as a buffer for service errors and negative customer ratings. However, the disability must be visible or perceptible to provoke the corresponding reactions among the customers.⁴⁶⁰ Generally, customers are satisfied with the services they receive from people with disabilities.⁴⁶¹ Some clients appreciate and search for the opportunity to meet persons with disabilities.⁴⁶² Overall, vocational rehabilitation offers companies more benefits than costs.⁴⁶³ Vocational rehabilitation can usually be carried out with a company's available or minimal additional resources and is therefore cost-effective or cost-neutral.⁴⁶⁴ It even results in cost advantages, as employees can return to the work process more quickly and are more productive. Monetary incentives and social security allowances offer only short-term benefits to companies.⁴⁶⁵ All these advantages ultimately lead to competitive advantage and higher profitability for the company. The employment of PWD, or persons undergoing vocational rehabilitation, positively impacts customer loyalty, assuming the customers have been aware of social engagement.

When companies become involved in vocational rehabilitation or the employment of PWD, they are faced with a tension between assuming social responsibility and fulfilling their operational goals.⁴⁶⁶ Socially responsible corporate management means maintaining the overall functioning of the economy, which is the basis for continuing the company's business activities.⁴⁶⁷ The “Corporate Shared Value” approach explains how socially responsible and sustainable corporate management can contribute to corporate success and realize competitive advantages. Corporate social responsibility (CSR) activities can generate shared value for companies and society, increasing prosperity. The increasing prosperity of the society in which the company operates positively influences the company itself.⁴⁶⁸ Through their socially responsible actions, companies create benefits and values for not only society but also benefits and values for themselves in the long term.

⁴⁵⁷ cf. Gröschl, 2012, p. 120.

⁴⁵⁸ cf. Gröschl, 2004, p. 24.

⁴⁵⁹ cf. Gröschl, 2012, p. 121.

⁴⁶⁰ cf. Rosenbaum et al., 2017, pp. 385 et seq.

⁴⁶¹ cf. Lindsay et al., 2018a, p. 646.

⁴⁶² cf. Gröschl, 2012, p. 119.

⁴⁶³ cf. Graffam et al., 2002, p. 251; Dean, 1988, p. 147.

⁴⁶⁴ cf. Waddell et al., 2008, p. 8.

⁴⁶⁵ cf. Graffam et al., 2002, pp. 251-252.

⁴⁶⁶ cf. Glade et al., 2020, p. 86; Seing et al., 2015, p. 8; Seing et al., 2012, p. 561.

⁴⁶⁷ cf. Elkington, 2007, p. 133; Porter/Kramer, 2006, pp. 83-43.

⁴⁶⁸ cf. Porter/Kramer, 2006, p. 83-43.

The competitive advantage arises when a company implements a value-creation strategy that competitors do not simultaneously implement. However, a sustainable competitive advantage only emerges if the competitors cannot imitate this value-creation strategy and if the imitation attempts themselves do not compromise the competitive advantage. In practice, competitive advantages that can be hardly imitated are mostly based on the unique history of the company, the social complexity, and causal ambiguity, i.e., the lack of transparency for the success-critical connections of resources⁴⁶⁹. A company's resources and capabilities are the most reliable and lasting basis for developing competitive strategies, especially in a constantly changing environment. Resources and capabilities must be considered in strategy development and renewed and maintained as part of corporate strategy.⁴⁷⁰ Companies achieve a competitive advantage specifically if they implement a “value-creating strategy” not implemented by a potential competitor simultaneously and cannot be imitated easily. If the strategy were to be imitated later, the company would generally benefit from a “first-mover advantage”.⁴⁷¹ The generic strategic principles for achieving a competitive advantage are divided into three fundamental types: the strategy of cost leadership, the strategy of differentiation and the strategy of focus.⁴⁷² In the economics literature, these are generally used under the term competitive strategy since they aim to achieve and secure a lasting competitive advantage.⁴⁷³ Companies can create a unique value proposition through the employment of PWD or persons undergoing vocational rehabilitation, which can lead to a competitive advantage.

The literature describes various advantages of socially responsible engagement for companies. However, the indications are more anecdotal than the results of empirical research. Nevertheless, it is remarkable that negative impacts are hardly mentioned.

1.6 The resource-based view on competitive advantages

The resource-based view (RBV) provides a methodological approach to analysing competitive advantages regarding resources and capabilities and developing strategies for sustainable competitive advantages.⁴⁷⁴ The principle for achieving a competitive advantage is that the resources used should be relatively rare, valuable, immobile, heterogeneously distributed across competing companies, difficult to imitate and not substitutable. According to this theory, companies with similar resources would have the same productivity and no sustainable competitive

⁴⁶⁹ cf. Barney, 1991, p. 109-111.

⁴⁷⁰ cf. Grant, 1991, p. 134.

⁴⁷¹ cf. Barney, 1991, p. 104-105.

⁴⁷² cf. Porter, 2008, n. pag.

⁴⁷³ cf. Kerth et al., n. pag.

⁴⁷⁴ cf. Barney, 1991, pp. 105 et seq.; Grant, 1991, pp. 116-118.

advantage.⁴⁷⁵ The identification and better use of corporate resources are therefore essential. Only if a company can better use its resources and capabilities than its competitors can it achieve a real competitive advantage and higher profitability.⁴⁷⁶ A competitive advantage can be achieved through a differentiation strategy based on superior quality, superior knowledge of customer needs, superior product innovations, unique knowledge, or a unique reputation.⁴⁷⁷

Resources can be understood as all assets, abilities, organizational processes, characteristics, information, knowledge, etc., which are controlled by a company and enable the company to develop and implement strategies and improve efficiency and effectiveness. Resources can be categorized as physical capital resources (e.g., technology, real estate, geographical location), organizational capital resources (e.g., processes, controlling, organizational structures), and human capital resources (e.g., experience, diversity, intelligence, corporate culture).⁴⁷⁸ Human capital resources are particularly important because they do not wear out and can be transferred to different technologies, products, and markets.⁴⁷⁹ In most cases, it is impossible to derive clear causal relationships between resources and competitive advantages⁴⁸⁰ or the influence of resources on the company's success.⁴⁸¹ However, it is not enough to evaluate the individual resources of a company isolated to give a company a competitive advantage. The synergistic combination and integration and the bundling of resources lead to a sustainable competitive advantage⁴⁸² and constitute the uniqueness of a company.⁴⁸³

As mentioned before, there are only a few empirical studies on the effects of CSR activities on business success.⁴⁸⁴ Those previous investigations have shown inconsistent results.⁴⁸⁵ These results could partly be explained by the qualitative factors that, directly or indirectly, contribute to the added value of a company. These qualitative factors are very difficult to measure and quantify.⁴⁸⁶ However, the resource-based perspective can be used to show that CSR can lead to a competitive advantage.⁴⁸⁷

A company's resources and capabilities are its capital and the most reliable and lasting basis for developing competitive strategies, especially in a constantly changing

⁴⁷⁵ cf. Houtenville/Kalargyrou, 2012, pp. 40-42.

⁴⁷⁶ cf. Barney, 1991, p. 115-117.

⁴⁷⁷ cf. Dubs/ Euler/Rüegg-Stürm/Wyss, 2004, n. pag.

⁴⁷⁸ cf. Barney, 1991, pp. 101-102.

⁴⁷⁹ cf. Wright/McMahan/McWilliams, 1994, pp. 28-29.

⁴⁸⁰ cf. Barney, 1991, pp. 105-106.

⁴⁸¹ cf. Penrose, 2009, n. pag.

⁴⁸² cf. Rashidirad/Soltani/Salimian/Liao, 2015, p. 657; Black/Boal, 1994, pp. 145-146.

⁴⁸³ cf. Penrose, 2009, n. pag.

⁴⁸⁴ cf. Wang et al., 2016, p. 535; Pelozo/Shang, 2011, p. 128.

⁴⁸⁵ cf. Kraus/Brützelmaier, 2012, p. 293; Pelozo/Shang, 2011, p. 117; Park/Lee, 2009, p. 169-170.

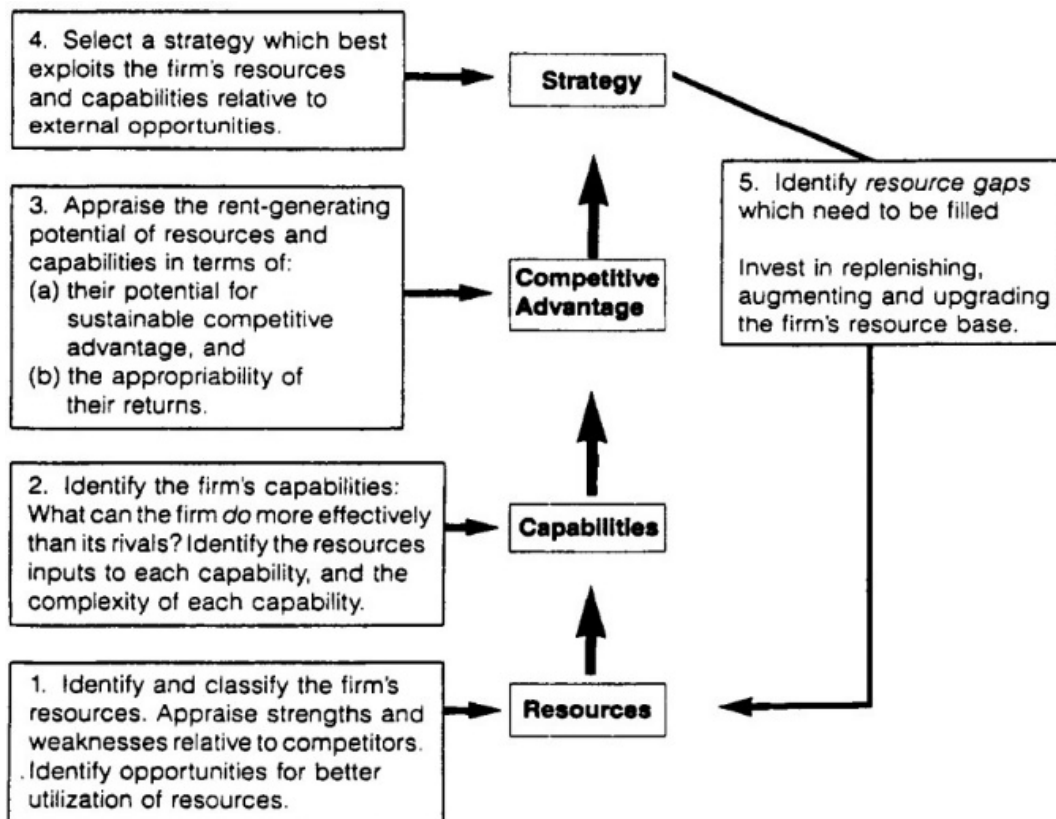
⁴⁸⁶ cf. Miller/Ahrens, 1993, pp. 187 et seq.

⁴⁸⁷ cf. Branco/Rodrigues, 2006, pp. 116-117.

environment. Resources and capabilities must be considered when developing a strategy and when maintaining and renewing the corporate strategy.⁴⁸⁸

Barney and Grant provide a resource-based theoretical framework, “the resource-based approach to strategy analysis” or “resource-based view” (RBV), to understand the factors of competitive advantage and develop strategies for sustainable competitive advantage.⁴⁸⁹

Figure 4 Resource-based approach to strategic analysis



Source: Grant (1991, p. 115)

The basic assumption of Barney's theory is that a sustainable competitive advantage requires that the resources used are relatively rare, valuable, immovable, heterogeneously distributed across competing companies, difficult to imitate and not substitutable. According to this theory, companies with similar resources would have the same productivity and would not have a sustainable competitive advantage.⁴⁹⁰ Identifying and better-using company resources can lead to competitive advantage and higher profitability if the company's resources are best used concerning external

⁴⁸⁸ cf. Grant, 1991, p. 133.

⁴⁸⁹ cf. Barney, 1991, pp. 100-101; Grant, 1991, pp. 116-117.

⁴⁹⁰ cf. Houtenville/Kalargyrou, 2012, p. 41.

opportunities.⁴⁹¹ Grant offers a model for formulating competitive strategies (see Figure 4).⁴⁹²

The theoretical framework of Grant is more flexible and generalizable compared to other models. It is not enough to evaluate the individual resources of a company in isolation to give a company a competitive advantage. Rather, the synergistic combination, integration, and bundling of resources lead to sustainable competitive advantage.⁴⁹³ Successful strategic management requires a clear understanding of the needs of the market. Only when customer needs are met effectively, profitably, and better than the competition can a real competitive advantage be created.⁴⁹⁴

The resource-based view of competitive advantage illustrates how companies provide unique value propositions by combining resources and capabilities to achieve sustainable competitive advantage.

1.6.1 VRIO Framework: assessment of competitive advantages

The Barney value-rarity-imitability-organisation (VRIO) framework assesses the resources and capabilities of organizations and the resulting potential for competitive advantage based on the following four criteria: Value, rarity, imitability, and exploitation by the organization.⁴⁹⁵ The VRIO framework is shown in Table 3.

Table 3 The VRIO framework

Is a resource or capability ...					
Valuable?	Rare?	Costly to imitate?	Exploited by the organization?	Competitive implications	Economic performance
No	-	-	No	Disadvantage	Below normal
Yes	No	-		Parity	Normal
Yes	Yes	No		Temporary advantage	Above normal
Yes	Yes	Yes	Yes	Sustained advantage	Above normal

Source: Own presentation according to Barney and Clark (2007, p. 70)

Not all resources contribute to the generation of competitive advantages. The following attributes are empirical indicators to identify resources that can contribute to generating sustainable competitive advantages: “It must be valuable, in the sense that it exploits (s) opportunities and/or neutralizes threats in a firm's environment; it must be rare among a firm's current and potential competition, it must be imperfectly

⁴⁹¹ cf. Barney, 1991 as cited in Houtenville/Kalargyrou, 2012, p. 41.

⁴⁹² cf. Grant, 1991, p. 115.

⁴⁹³ cf. Rashidirad et al., 2015, p. 657; Black/Boal, 1994, pp. 145-146.

⁴⁹⁴ cf. Papulova/Papulova, 2006, p. 1.

⁴⁹⁵ cf. Barney/Clark, 2007, pp. 69 et seq.

imitable, and there cannot be strategically equivalent substitutes for this resource that are valuable but neither rare nor imperfectly imitable.”⁴⁹⁶

The VRIO framework can assess and analyse resources for their potential contribution to competitive advantage.

1.6.2 Competitive advantages through better use of resources

Everything that can add value to the organisation or contribute to the corporate strategy to achieve its mission and vision can be considered corporate resources. Both economic and non-economic corporate resources are of equal significance for the organisation. Resources are services and assets employed for producing goods and services, encompassing financial, material, and human resources and non-tangible resources such as knowledge and skills. The availability and effective usage of resources will define the organisation's profitability. It should be highlighted that collaboration strategies can be employed to improve and multiply internal resources. Efficient vision and commitment are necessary for better management of resources and development and refinement of core competencies. One primary objective of resources management is to attain competency, which refers to an organisation's typical ability or capability to achieve its goals. Core competency forms the basis of an organisation to develop abilities, consequently leading to better use of resources to achieve competitive advantages.⁴⁹⁷

The leverage of resources stems from their scarcity and strategic management. It consists of two aspects: reducing the ineffective usage of resources by curtailing possible structural reformations and getting the maximum out of these resources by optimising their usage. Leveraging competencies denotes taking advantage of the organisation's existing abilities and core competencies. Typically, this process implies utilising the advantages through well-defined strategic planning and a more structured approach towards gaining competitiveness and better outcomes.⁴⁹⁸

The “strategy as stretch and leverage” approach aims to develop competencies and resources to shape the products and markets of tomorrow. Therefore, it is less about the strategic use of existing resources and more about achieving leverage and developing the resource base. Leveraging resources and competencies can be achieved by concentrating, accumulating, conserving, complementing, and recovering the resources. Besides developing and maintaining competencies, leveraging competencies is a popular corporate strategy to attain a competitive positioning. It is worth highlighting that the typical strategy for leveraging competencies is contingent upon competencies such as knowledge, skills, technology, human resources, or expertise. “Strategy as stretch and leverage” is an

⁴⁹⁶ cf. Barney, 1991, pp. 105-106.

⁴⁹⁷ cf. Prahalad/Hamel, 2006, pp. 275 et seq.

⁴⁹⁸ cf. Hamel/Prahalad, 1993, pp. 75 et seq.

incremental action plan that functions to execute the vision in short steps towards accomplishing the outcomes and project the resources on a longer horizon. Besides, a strategic gap may also be created between company targets and what is feasible due to resource availability. This tense situation should cause productive restlessness in the organisation, leading to a willingness to learn and innovate.⁴⁹⁹ Anyhow, “strategy as a stretch” will extend the existing boundaries of the company.⁵⁰⁰ In principle, competencies allow better use and transformation of resources into benefits and potential competitive advantages. Hence, a company should focus primarily on the competencies and resources it can achieve to generate sustainable competitive advantages.⁵⁰¹ Better use of resources alone can contribute to a significant reduction of costs without employing cost-cutting measures. It should also be noted that creativity is essential to expand the resource base and promote better utilisation of resources.⁵⁰² Accordingly, it is not surprising that effective communication within a company is a crucial prerequisite for better use of its resources.⁵⁰³ However, real competitive advantage can only be achieved through added value for the customers.⁵⁰⁴ The same applies to the labour market to remain successful in the talent competition. An added value is necessary for companies to be perceived as attractive employers by both employees and potential employees.

The better use and leverage of resources within the company lead to the creation of unique value propositions and, thus, the creation and preservation of sustainable competitive advantages.

1.6.3 Integrated management models to assess competitive advantages

The integrated management approach combines the individual activities and resources of the organisational sub-units of a company into an interconnected whole. The integrity of the company and the integration of the social and ecological context in which the company is embedded should be maintained. Furthermore, a collaborative problem-solving approach is required. With the consistent involvement of stakeholders, innovative solutions are to be generated and implemented to offer added value for all participants equally.⁵⁰⁵ Accordingly, an integrated management model contains all factors relevant to business success in the form of clearly defined and structured components and thus provides a basis for analysing and creating customer benefits, securing competitive advantages and achieving profits.⁵⁰⁶

⁴⁹⁹ cf. Osterloh/Frost, 2006, n. pag.

⁵⁰⁰ cf. Hamel, 1991a, n. pag.

⁵⁰¹ cf. Papula/Volná, 2013, pp. 1 et seq.

⁵⁰² cf. Papulova/Papulova, 2006, pp. 1 et seq.

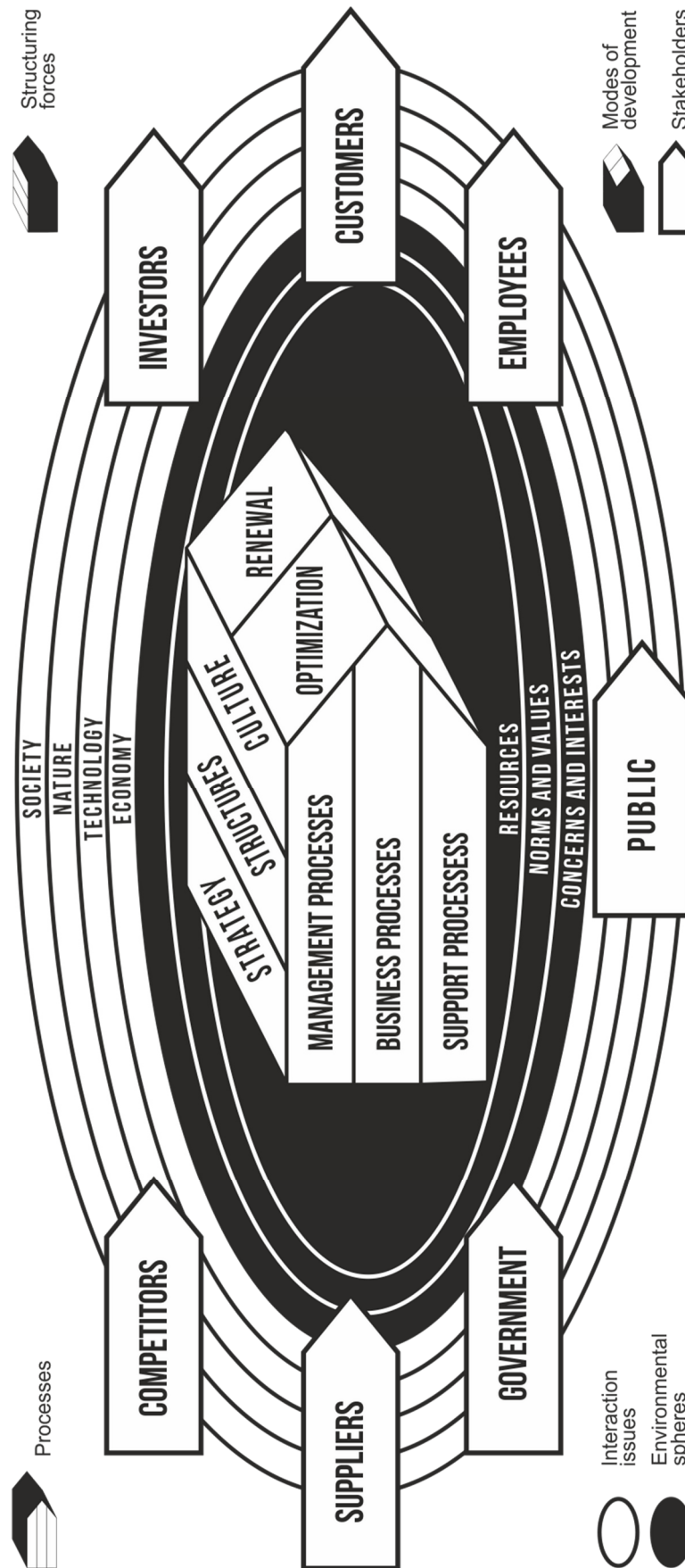
⁵⁰³ cf. Stacho/Stachová/Papula/Papulová/Kohnová, 2019, p. 391.

⁵⁰⁴ cf. Papula/Volná, 2013, pp. 5-6; Papulova/Papulova, 2006, p. 1.

⁵⁰⁵ cf. MDIIM, 2013, n. pag.

⁵⁰⁶ cf. Doleski, 2015, pp. 5-6.

Figure 5 St. Gallen Management Model (third generation)



Source: Own presentation according to Rüegg-Stürm (2002, p. 22)

Models are a tool to reduce complexity and, thus, a way to deal with complexity.⁵⁰⁷ Modern, integrated management models, such as the European Foundation for Quality Management Model (EFQM) or the St. Gallen Management Model (SGMM), have a holistic character and include normative, strategic, and operational management. Classical management models, such as Porter's value chain, are usually limited to the operational and strategic management levels.⁵⁰⁸

The St. Gallen Management Model generically depicts a company and its environment. It is, therefore, an ideal instrument for reflecting and planning comprehensive company management. The model structures the company's environment, as shown in Figure 5: Core visualisation of the third generation of the St. Gallen Management Model, with the elements: environmental spheres, stakeholders, and interaction issues. The company is structured with the elements: structuring forces, modes of development, and processes. The environmental spheres represent developments and changes in society, nature, technology, and the economy. The stakeholders to be considered are a central element in the model and include investors, customers, employees, competitors, suppliers, government, and the public, including NGOs.⁵⁰⁹

The interaction topics reflect the relationship between the company and the stakeholders, which the company must strive to achieve. This includes resources, norms, and values, as well as the concerns and interests of stakeholders. The company processes reflect the operational activities and are divided into three categories: Management processes, business processes and support processes. Furthermore, the structuring forces (strategy, structures, and culture) are depicted. They contain orientation, coordination, common norms, and values within the company. The modes of development include renewal and optimization, implying fundamental changes and adaptations of existing structures.⁵¹⁰

Stakeholders are groups or individuals with a legal or moral stake, demands or other interests in the activities and decisions of a company. Stakeholders usually need a company to achieve its goals. At the same time, the company, in turn, depends on the stakeholders to achieve its own goals. Management faces the challenge of weighing and deciding which stakeholders are preferred and taken into account in decision-making processes while ensuring that primary stakeholders achieve their goals while other stakeholders are also satisfied. From a CSR perspective, the most important criterion in prioritising stakeholders is legitimacy or the extent to which a stakeholder is entitled to assert its claim. From the perspective of efficient management, on the other hand, the power that a stakeholder possesses is decisive. Therefore, stakeholder management is a process in which the company aligns its goals with the demands and

⁵⁰⁷ cf. Doleski, 2015, p. 8.

⁵⁰⁸ cf. Valek/Slahor, 2010, pp. 44 et seq.

⁵⁰⁹ cf. Schwegler, 2008, pp. 113 et seq.

⁵¹⁰ cf. Schwegler, 2008, pp. 113 et seq.

expectations of the various stakeholder groups.⁵¹¹ Carroll offers a tool in the form of a stakeholder/responsibility matrix for prioritising stakeholders to analyse whether and how a company should respond to the demands and expectations of the identified stakeholders from an economic, legal, ethical and philanthropic perspective.⁵¹² Integrated management models also cover the ecosystem of a company and thus allow holistic analyses. This is particularly important when assessing the potential and impact of social engagement because a company always interacts with its ecosystem.

1.7 Summary of the literature overview

This chapter shows the current state of dealt problems inland and abroad. The most important findings from the literature review are summarised subsequently.

Vocational rehabilitation aims to gradually return to work for people who cannot work due to illness or accident and who have temporary or permanent functional limitations. Depending on the limitation, this may require, for example, adjustments to the workplace, aids, a gradual increase, training and testing of the workload or even a change of profession or job. The vocational rehabilitation process may also be necessary and applicable for PWD when they return to work after a long absence from the labour market or change jobs. However, the procedure may differ in some respects when PWD are employed. For example, it can be assumed that a PWD has a certain stable capacity, which can be used immediately if the workplace adaptations and any necessary aids are available and utilised optimally. It can be assumed that vocational rehabilitation as a temporary measure and PWD employment as a long-term employment relationship have the same effects on a company over a longer period.⁵¹³

The impact of vocational rehabilitation on a company has hardly been researched to date. However, there is some anecdotal evidence in the literature of the positive impact of employing people with disabilities on businesses. Lindsay et al. (2018a) conducted an extensive systematic literature review of the benefits and impacts of various studies. In doing so, 6,176 studies from 1997 to 2017 were examined concerning the employment of people with disabilities. Of these, only 39 studies were identified that partially addressed the benefits and impacts of employing PWD.⁵¹⁴ Only a few new studies have been added to the topic.

With regard to the impact of vocational rehabilitation on enterprises, there still seem to be fewer studies overall,⁵¹⁵ and the evidence to date is limited to the same few known aspects. A comprehensive understanding of how PWD employment or

⁵¹¹ cf. Carroll, 1991, p. 43.

⁵¹² cf. Carroll, 1991, p. 44.

⁵¹³ cf. Miethlich, 2018, pp. 45-46

⁵¹⁴ cf. Lindsay et al., 2018a, p. 634.

⁵¹⁵ cf. Vermeulen et al., 2009, pp. 232 et seq.

vocational rehabilitation impacts a company is lacking. Above all, there is a lack of in-depth analysis and insights into how competitive advantages for the company can be derived from this and what implications for strategic corporate management. Also, as a CSR activity, vocational rehabilitation and employment of people with disabilities have received little attention in the literature. The continuing below-average employment rate of people with disabilities and the lack of success of government measures in promoting the employment of people with disabilities speak to the need for this issue to be addressed as part of the CSR strategy of companies.⁵¹⁶ In general, there has been little research on the impact of CSR activities on business performance.⁵¹⁷ The findings of the existing research vary greatly and prove to be inconsistent overall.⁵¹⁸ Little guidance and knowledge are available regarding implementing specific CSR activities.⁵¹⁹ It is, therefore, not surprising that companies are often not aware of the content and impact of CSR.⁵²⁰ CSR is also an important instrument for product differentiation,⁵²¹ the formation of employer branding,⁵²² and achieving further competitive advantages.⁵²³ In this respect, PWD cannot simply be equated with other disadvantaged groups as part of “diversity”. The approaches of “diversity” management fall short here and can only insufficiently promote equality and equal opportunities for PWD in the company.⁵²⁴

It can be assumed that the vocational rehabilitation of employees is not consistently carried out by the companies, even if corresponding possibilities exist.⁵²⁵ Companies are even less involved in the vocational rehabilitation of external persons.⁵²⁶ This can probably be attributed to the low level of knowledge in the companies, especially at the personnel and management level. It is not surprising that one of the most important promoting factors is the commitment of top management.⁵²⁷

The insufficient commitment of companies to vocational rehabilitation may be one of the main reasons for the still-high unemployment rate of PWD, besides existing prejudices. The issue is also gaining importance in politics to keep social costs and social peace under control in the long term⁵²⁸ and avoid wasting human resources in times of a shortage of skilled workers.⁵²⁹ In addition, current developments and trends in society and the world of work (flexibilization of work, “gig economy”,

⁵¹⁶ cf. Miethlich/Slahor, 2018a, pp. 351-352.

⁵¹⁷ cf. Wang et al., 2016, p. 535; Pelozo/Shang, 2011, p. 128.

⁵¹⁸ cf. Kraus/Brtitzelmaier, 2012, p. 293; Pelozo/Shang, 2011, p. 117; Park/Lee, 2009, pp. 169-170.

⁵¹⁹ cf. Pelozo/Shang, 2011, p. 130; Bhattacharya/Korschun/Sen, 2009, pp. 257-258.

⁵²⁰ cf. Pelozo/Shang, 2011, p. 130.

⁵²¹ cf. Boehe/Cruz, 2010, p. 340.

⁵²² cf. Sharma/Prasad, 2018, pp. 536 et seq.

⁵²³ cf. Pelozo/Shang, 2011, p. 130.

⁵²⁴ cf. Miethlich/Slahor, 2018a, p. 351; Woodhams/Danieli, 2000, pp. 413-414.

⁵²⁵ cf. Lindsay/Cagliostro/Leck/Shen/Stinson, 2018b, p. 9; Seing et al., 2015, pp. 6-8.

⁵²⁶ cf. Fadyl et al., 2020, p. 1.; Vermeulen et al., 2009, pp. 232 et seq.

⁵²⁷ cf. Saleh/Bruyère, 2018, p. 25.

⁵²⁸ cf. Buys et al., 2015, pp. 821-823.

⁵²⁹ cf. Dyda, 2008, pp. 147 et seq.

telecommuting, consequences of the COVID-19 pandemic, etc.) place increased demands on the implementation of vocational rehabilitation and the cooperation between insurance providers and the market economy or companies.⁵³⁰

The effectiveness and economic cost benefits of vocational rehabilitation for health impairments are proven.⁵³¹ Cooperation between stakeholders is often inadequate, especially between companies and insurance providers.⁵³² Therefore further research is also necessary, especially concerning the further development of the instruments of social insurance and insurance institutions to support affected persons in vocational rehabilitation and create incentives for companies.⁵³³ For this to succeed, knowledge must be available about the business impact and the potential through involvement in vocational rehabilitation. This enables social insurance and insurance institutions to create a supportive framework to sensitive, motivate, and support Companies in a goal-oriented way to strengthen their active engagement in vocational rehabilitation.

⁵³⁰ cf. Vermeulen et al., 2009, pp. 232 et seq.

⁵³¹ cf. Fadyl et al., 2020, p. 1.; Dean et al., 1999, p. 182.

⁵³² cf. Selander, 2016, pp. 5-6.

⁵³³ cf. Saleh/Bruyère, 2018, p. 25.

2 Aim of the scholarly work

After the presentation of the main aim of the dissertation, partial aims are formulated to further define the focus and approach of the study. After that, research questions and theses are derived, which are examined in this dissertation.

2.1 The main aim of the scholarly work

The previous chapter showed that vocational rehabilitation is an important element of corporate social responsibility, but companies do not sufficiently address it. Moreover, while there is evidence that vocational rehabilitation has a positive impact on companies, the impact of vocational rehabilitation on company performance has not been systematically researched.

Therefore, the dissertation's main aim is to analyse and operationalise the direct and indirect impacts of vocational rehabilitation on business performance and develop an explanatory model from these findings. On the one hand, the findings in the form of an explanatory model should complement integrative management models to optimally integrate vocational rehabilitation in the company and benefit from the emerging potential. On the other hand, the findings should contribute to further developing instruments, incentives and support measures by social insurance and insurance providers to sensitise and motivate companies to engage in vocational rehabilitation. Furthermore, the results provide the first systematic and holistic overview of the impact of vocational rehabilitation on companies and business performance. These initial findings contribute to the business understanding of vocational rehabilitation and the employment of PWD and thus also fill this research gap in theory.

2.2 Partial aims of the scholarly work

This dissertation is divided into the following partial aims to systematically analyse the direct and indirect impacts of vocational rehabilitation on business performance and to develop an explanatory model based on the findings as accurately as possible:

1. Analysis of the literature: the literature is analysed for references and evidence on the business impact of vocational rehabilitation.
2. Deriving a preliminary explanatory model based on the findings of the literature analysis.
3. Collecting data regarding the impact of vocational rehabilitation on business performance in SMEs in German-speaking Switzerland.
4. Synthesis of the findings from the literature and the data collected.

5. Developing an explanatory model: The preliminary explanatory model is developed further, and the insights gained from the empirical research are integrated. The model should be easily transferable into integrative management models or complement them and thus be utilised by companies in strategic analyses.
6. Answering the research questions and examining the research theses.

The individual partial aims build on each other factually and form the basis for the following partial aim. This approach implies a certain iteration so that each step in gaining knowledge contributes to making the next one even more optimal and productive.

2.3 Deriving and defining the research questions

The main aim of the dissertation to gain insights into the direct and indirect impacts of vocational rehabilitation on business performance is to be achieved by researching the following primary research question and additional operationalising sub-questions.

Primary research question:

- *What is the business impact of vocational rehabilitation on companies?*

Sub-questions:

- *What are the direct and indirect impacts of vocational rehabilitation on business performance, and how can they be operationalised?*
- *Whether and in what form is vocational rehabilitation addressed in the business strategy?*
- *How is vocational rehabilitation implemented operationally in the company?*

The main question about the business impact of vocational rehabilitation on companies is further differentiated and focussed by the sub-questions regarding the impact on day-to-day business and the operational and strategic implementation in the companies. The questions cover the company's normative, strategic, and operative management levels and allow a holistic approach and analysis.⁵³⁴

⁵³⁴ cf. Valek/Slahor, 2010, pp. 44 et seq.

2.4 Presentation and substantiation of the research theses

The following research theses can be derived from the literature review concerning the research question. In addition to the research questions, the study should also examine the following research theses.

These 1: A commitment to vocational rehabilitation has a direct positive impact on business success.

There is evidence in the literature that vocational rehabilitation positively impacts the organisation and profitability. Companies themselves see more benefits for the organisation than costs related to vocational rehabilitation.⁵³⁵ The benefits mentioned in the literature can be divided into the following three categories: Increasing productivity, reducing personnel costs, and maintaining the return on human capital. All these benefits ultimately lead to higher profitability for the company. Personnel costs are positively influenced largely by reducing the fluctuation rate and, consequently, preserving the investments made in “human capital”.⁵³⁶ Productivity is increased by shortening the unproductive periods of employees due to incapacity for work.⁵³⁷ Furthermore, vocational rehabilitation, like the employment of people with disabilities, is an important social concern that companies can and must address as part of their CSR strategy.⁵³⁸ In this way, vocational rehabilitation can be understood as a company's sustainable management and generating additional competitive advantages.⁵³⁹

These 2: Vocational rehabilitation as part of a company's CSR strategy has no impact on sales figures.

CSR is a particularly good tool for product differentiation.⁵⁴⁰ However, customers prefer a stronger awareness of product-related CSR activities than philanthropy or sustainable business processes.⁵⁴¹ Accordingly, high-profile CSR initiatives can significantly contribute to sales than integrating CSR into all business processes.⁵⁴² This concludes that vocational rehabilitation as a non-product-related CSR activity cannot contribute to increasing sales or sales figures.

These 3: Vocational rehabilitation has the same impact on a company as employing people with disabilities.

⁵³⁵ cf. Graffam et al., 2002, p. 251.

⁵³⁶ cf. Aichner, 2021, p. 2; Dean, 1988, p. 142.

⁵³⁷ cf. Graffam et al., 2002, pp. 251-252.

⁵³⁸ cf. Miethlich/Slahor, 2018a, p. 5; Kuznetsova, 2012, p. 13.

⁵³⁹ cf. Pelozo/Shang, 2011, p. 129.

⁵⁴⁰ cf. Boeche/Cruz, 2010, p. 340.

⁵⁴¹ cf. Pelozo/Shang, 2011, pp. 128-129.

⁵⁴² cf. Ulrich as cited in Bergius, 2005, n. pag.

Vocational rehabilitation can be seen as a form of promoting employment for people with disabilities. Vocational rehabilitation occurs when people return to work after an accident or illness, when people with disabilities enter the workforce for the first time or, at most, when they change jobs. In contrast to people with disabilities, vocational rehabilitation is more likely to fail and consequently represents a greater risk for a company. After vocational rehabilitation, the person may be employed or retained by the company. Therefore, it is reasonable to assume that after some time and a positive course of vocational integration, the effects will be the same as for the employment of people with disabilities or will become increasingly similar.⁵⁴³

These 4: Swiss SMEs implicitly perceive vocational rehabilitation as part of their CSR strategy.

Various indications in the literature indicate that SMEs are aware of their social responsibility but do not communicate it to the outside world. On the one hand, this seems to be due to the conviction that the assumption of social responsibility is self-evident⁵⁴⁴ and, on the other hand, also because the costs for public relations exceed the possibilities of SMEs.⁵⁴⁵

⁵⁴³ cf. Miethlich, 2018, pp. 45-46

⁵⁴⁴ cf. Looser, 2017, p. 257.

⁵⁴⁵ cf. Baumann-Pauly et al., 2013, p. 702-703.

3 Methodology and research methods

In this chapter, the applied research methods and research design are described, derived, justified, and operationalised. This study uses the qualitative research approach of exploratory-descriptive case studies to assess in-depth the impact of vocational rehabilitation on business performance in selected SMEs.

3.1 Characteristics of the examined object

SMEs will be researched as the impact of a phenomenon can be better observed holistically in small organisations. Therefore, the sample includes SMEs in the German-speaking part of Switzerland that already have experience in vocational rehabilitation. Other language regions of Switzerland are not taken into account. This allows a study of SMEs in a homogeneous cultural environment and increases comparability. Furthermore, the study focuses on mainstream employment in for-profit companies. Companies such as social entrepreneurs, social enterprises, or sheltered workshops, which mainly aim to employ PWD or carry out vocational rehabilitation, are not the subject of the study.⁵⁴⁶

SMEs in Switzerland can be characterised by informal organisational structures, distinctive and international networks, innovation, the pursuit of continuity rather than growth and, as a result, agile and rapid response to market needs. They are regionally integrated and pursue long-term goals and sustainable values. In doing so, they claim to offer outstanding products or services and be a caring employer.⁵⁴⁷ They do not show off their social responsibility but implicitly and discreetly assume it in their everyday business.⁵⁴⁸

In Switzerland, market-economy companies are classified as SMEs or large companies based on the number of employees. The legal form is irrelevant. A company with fewer than 250 employees, i.e., a maximum of 249, is considered an SME. This limit also applies in the European Union.⁵⁴⁹ In Switzerland, a distinction is also made within SMEs between micro-enterprises with fewer than nine employees, which account for 38 % of all SMEs, small enterprises with 10 to 49 employees, which account for 32 % of all SMEs, and medium-sized enterprises with 50 to 249 employees, which account for 30 % of all SMEs.⁵⁵⁰ Two-thirds of all jobs and 99.7 % of all companies in Switzerland are SMEs. There are hardly any differences in a European comparison: Germany, for example, has the lowest

⁵⁴⁶ cf. Wagner/Roschker/Moutchnik, 2017a, p. 18.

⁵⁴⁷ cf. Wagner et al., 2017a, p. 18.

⁵⁴⁸ cf. Looser, 2017, p. 257.

⁵⁴⁹ cf. Banatte/Täube, 2017, p. 5.

⁵⁵⁰ cf. BFS, 2020, n. pag.

proportion of SMEs at 99.5 %, and Greece has the highest proportion of SMEs at 99.9 %. SMEs also make up the majority of all companies internationally.⁵⁵¹

In a recent study by the major Swiss bank Credit Suisse, the success factors of Switzerland as a business location for SMEs were examined. In a survey of 1,900 SMEs, Switzerland as a business location was rated as a success factor overall, but the SMEs were concerned about the lack of skilled workers. More than half of the SMEs have difficulty finding suitable candidates for open positions. A quarter of all SMEs appears to be acutely affected by the shortage of skilled workers. Regional differences are considerable. SMEs in rural areas are particularly affected, while the shortage of skilled workers is less pronounced in central areas and areas near the national border.⁵⁵² Consequently, a company affected by a shortage of skilled workers cannot exploit its full business potential, negatively impacting the national economy.

3.2 Working methods: Case study research

Research in the field of management theory is comparatively practice-oriented.⁵⁵³ Often, qualitative factors that, directly or indirectly, create added value or constitute a company's competitive advantage, such as CSR, employee motivation, or the company's image. These qualitative factors are difficult to measure and quantify and are best studied using qualitative methods.⁵⁵⁴ Therefore, in management studies, case studies are often used in the early stages of research to describe and analyse phenomena from practice.⁵⁵⁵

In addition to case studies, grounded theory can also be used. Grounded theory is defined by Strauss (1990, p. 24) as a “*qualitative research method that uses a systematic set of procedures to develop an inductively derived grounded theory about a phenomenon*”.⁵⁵⁶ This means that data collection on a phenomenon is started without prior literature analysis or a research question definition. The research question then crystallises in the course of data collection and analysis.⁵⁵⁷ This purely inductive approach is intended to avoid presuppositions and unconscious bias.⁵⁵⁸ However, this can lead to collecting all kinds of information, making the research process very trying and taking a long time. This aspect distinguishes grounded theory significantly from case study research. According to Yin (2003), case study research follows a deductive approach. A defined problem and research questions form the basis of the investigation derived from the existing literature. This procedure

⁵⁵¹ cf. Banatte/Täube, 2017, p. 16.

⁵⁵² cf. Carnazzi/Christen, 2017, p. 7.

⁵⁵³ cf. Gassmann, 1999, p. 11.

⁵⁵⁴ cf. Miller/Ahrens, 1993, pp. 200-201.

⁵⁵⁵ cf. Gassmann, 1999, p. 11.

⁵⁵⁶ cf. Strauss, 1990, p. 24 as cited in Halaweh/Fidler/McRobb, 2008, p. 2.

⁵⁵⁷ cf. Halaweh et al., 2008, p. 2.

⁵⁵⁸ cf. Halaweh et al., 2008, p. 7.

subsequently enables targeted data collection. The case study and grounded theory approaches to generalising research findings are similar. Therefore, the research results may be applied to another context and situation with comparable characteristics. Generalizability is partially achieved through an abstraction process by developing concepts, extending and generating concepts and theories, and deriving specific implications.⁵⁵⁹

Compared to inductive qualitative methods, deductive approaches severely limit the possible knowledge gain. They do not allow for a full investigation of a phenomenon.⁵⁶⁰ Both research case studies and grounded theory use interviews as the main data source.⁵⁶¹ The two approaches are not mutually exclusive and can even be combined.⁵⁶² Nevertheless, the more pragmatic approach of research case studies, according to Yin (2003), is⁵⁶³ chosen for the study. This is because research case studies can capture and explore experiences from business practice in a targeted and holistic way. On the one hand, there is already a certain literature base on the subject area, which can serve as an orientation for the study. On the other hand, the effort of the grounded theory approach would be many times higher without expecting additional findings in a framework that justifies the increased effort.

Case studies are a particularly appropriate and helpful research methodology to understand hitherto further insufficiently studied phenomena.⁵⁶⁴ Case studies represent a research strategy that conducts an empirical investigation of a current and specific phenomenon within a real-world context, relying on the triangulation of multiple data sources.⁵⁶⁵ As there are often competing theoretical approaches to insufficiently studied phenomena, exploratory case studies incrementally develop the theoretical framework based on the findings from the collected data and case studies. Selecting cases that reflect a positive example of the phenomenon under study is important and enhances knowledge gain. Careful data collection and documentation should ensure traceability.⁵⁶⁶

According to Yin (2003, p. 50), the case study methodology, as shown in Figure 6, is an incremental approach that encompasses the whole research process. The research design can be limited to one specific case (“single case”) or include a particular selection of several cases (“multiple cases”). The actual analysis can be holistic, abstract, or focused on sub-units of analysis (“embedded”) within the research

⁵⁵⁹ cf. Halaweh et al., 2008, pp. 6-7.

⁵⁶⁰ cf. Hamel, 1991b, p. 84;

⁵⁶¹ cf. Allan, 2003; Walsham 1995; Yin 1994; Strauss and Corbin 1990 as cited in Halaweh et al., 2008, p. 7.

⁵⁶² cf. Halaweh et al., 2008, p. 1.

⁵⁶³ cf. Yin, 2003, p. 50.

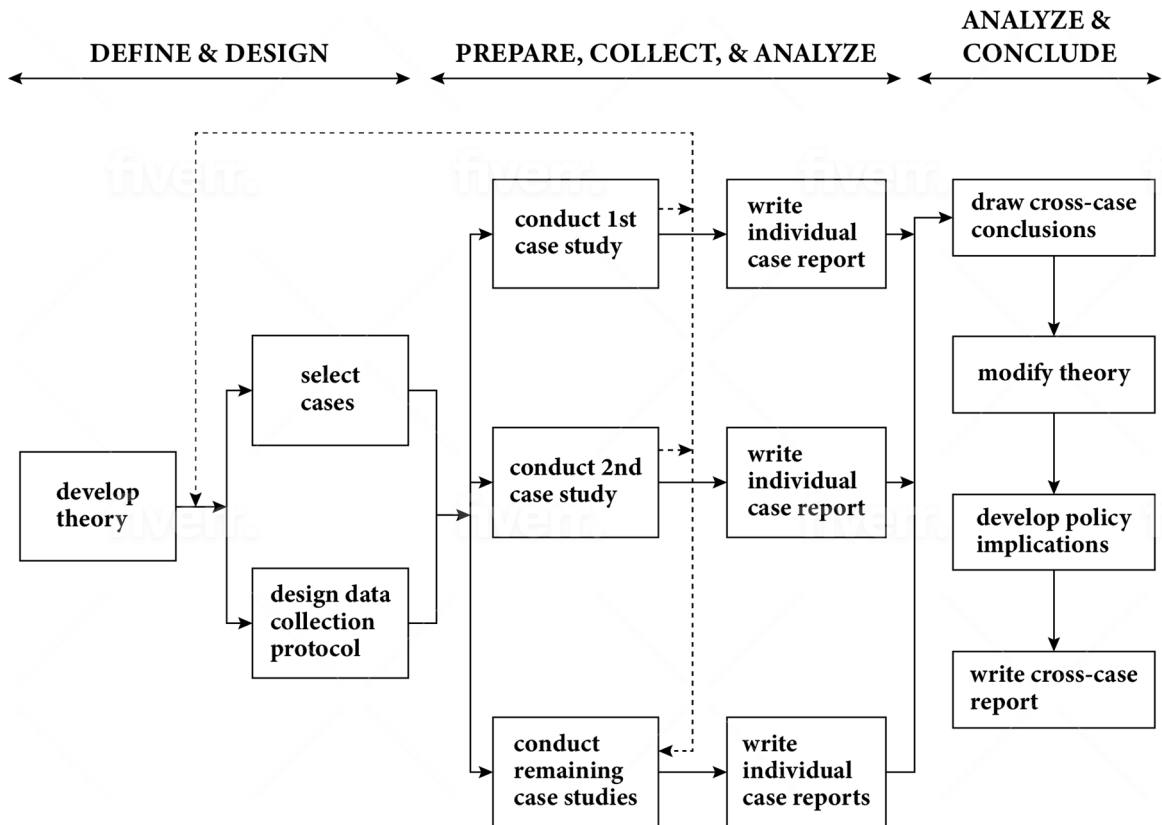
⁵⁶⁴ cf. Halaweh et al. 2008, p. 7; Eisenhardt, 1989, p. 545.

⁵⁶⁵ cf. Yin, 2013, p. 24.

⁵⁶⁶ cf. Yin, 2003, pp. 28 et seq.

question. The present study will be classified as a holistic analysis of multiple cases.⁵⁶⁷

Figure 6 Case studies as a research method



Source: Own presentation according to Yin (2003, p. 50)

A descriptive-explorative approach to case study research is used to explore as many new aspects as possible. Qualitative data collection methods such as interviews and content analyses are used to collect and analyse the data.⁵⁶⁸ In a case study investigation, the theoretical frame of reference and the current state of research is established in the first step by employing a literature search. The insights gained serve as the basis for developing the case study protocol, which serves as the basis for conducting the case studies.⁵⁶⁹ An investigation of at least four to a maximum of ten case studies makes sense within the framework of a descriptive-explorative study.⁵⁷⁰ The data for generating the case studies are collected along with a case study protocol. The case study protocol functions as a kind of questionnaire and outlines all the data needed for the case reconstruction and to be collected as part of the research process. In addition, the structure of the case study report is defined. Different sources (interviews, company websites, business reports or newspaper articles) allow data

⁵⁶⁷ cf. Yin, 2003, pp. 36 et seq.

⁵⁶⁸ cf. Yin, 2013, p. 65-66.

⁵⁶⁹ cf. Yin, 1994 as cited in Halaweh et al., 2008, p. 7

⁵⁷⁰ cf. Marshall/Cardon/Poddar/Fontenot, 2013, p. 13; Eisenhardt, 1989, p. 545.

triangulation. This allows for a high degree of consistency in the reconstruction of the cases.⁵⁷¹ Based on the data collected and recorded in the case study protocol, one case study per company is developed according to the case study report (“within-case analysis”). Based on the findings of the individual case studies, the theoretical frame of reference will be further developed incrementally. After all case studies have been generated, the next step is to compare the case studies through cross-case analysis and examine them for common patterns (“pattern matching”).⁵⁷² The findings from the cross-case analysis are generalised, and recommendations for action and theory are derived.⁵⁷³ The focus of case study research is more on generating than on testing existing theories. At the same time, case study results enable a rapid knowledge transfer into practice. Nevertheless, case studies also harbour certain practical disadvantages; in addition to low accuracy and a lack of objectivity, no statistical but only analytical generalisation is possible.⁵⁷⁴

Therefore, the results of case study research are by no means representative and do not allow any conclusions to be drawn about the totality. Statistical representativeness is also not essential here; the specific case should be captured as a whole. In the case of study research, no statistical but only analytical generalisation can be carried out. The results nevertheless reveal certain tendencies and trends.⁵⁷⁵ There are also several criteria for research case studies that are decisive for assessing quality and significance, such as construct validity, internal and external validity, and reliability. Construct validity refers to the theoretical foundation and quality of the survey procedure and its operationalisation. Internal validity comprises the validity of the assumed correlations between different observations. The external validity describes the generalisability of the findings beyond the individual case. The reliability describes whether a renewed performance of the case studies or investigation leads to the same results.⁵⁷⁶

3.3 Method of data obtaining and sources used

The data basis includes secondary data in the form of existing literature and primary data in elaborated case studies.

In the first step, the literature is analysed, and the state of the research is surveyed. The literature review is based on a comprehensive search for published peer-reviewed literature. The research was conducted using the databases “Web of Science” and “Scopus”, limited to the subject areas of business, economics, and management. Afterwards, the reference lists of all previously included articles were checked to find

⁵⁷¹ cf. Marshall et al., 2013, pp. 12-14; Eisenhardt, 1989, p. 538.

⁵⁷² cf. Yin, 2013, p. 183; Eisenhardt, 1989, p. 534.

⁵⁷³ cf. Yin, 2013, p. 143-144; Eisenhardt, 1989, pp. 540 et seq.

⁵⁷⁴ cf. Halaweh et al., 2008, p. 7; Gassmann, 1999, pp. 12 et seq.

⁵⁷⁵ cf. Halaweh et al., 2008, p. 7; Gassmann, 1999, p. 13.

⁵⁷⁶ cf. Yin, 2013, pp. 33 et seq.

additional studies. The titles, abstracts, and keywords of papers were scanned to identify papers related to vocational rehabilitation, return to work, disability management, and employment of persons with disabilities associated with business, management, and corporate social responsibility. For in-depth analysis, articles were selected describing business management aspects of vocational rehabilitation in companies or the connection between vocational rehabilitation and other business concepts published in English or German in peer-reviewed journals, conference proceedings or books.

In the second step, the primary data is collected, and case studies are developed for further analysis. The data needed to generate the case studies are collected using the case study protocol. Interviews are the most important instrument of data collection in the context of research case studies.⁵⁷⁷ Alternatively, the observation approach could be used. However, the observation approach is not suitable for the problem at hand since no explicit observation situations can be defined due to the explorative and holistic nature of the research. Therefore, which object should be observed in situations are not clear, which is a prerequisite for obtaining meaningful data. Therefore, the interview is chosen as the central data collection instrument, as it can best fulfil the requirements of an explorative and holistic investigation.⁵⁷⁸

There are different forms of interviews, such as narrative, ethnographic, problem-centred, guided, and expert interviews. Less structured interview forms, such as the narrative and the ethnographic interview, are unsuitable for the problem under investigation, with questions about the causality of cause and effect. Also, individual and subjective actions are not to be recorded, so the problem-centred interview is not suitable as a method. The expert interview, which can be seen as a variant of the guided interview, is a semi-structured interview form. A guideline developed in advance based on theoretical analysis is used. In a guided interview, the interviewer can orientate himself on a catalogue of questions but at the same time has the freedom to respond to spontaneous statements and interesting side issues on the part of the respondent. After an introductory question, three to four topic areas with about ten open questions are dealt with in a guided interview. Follow-up questions or detailed questions can be asked on all questions. In the expert interview, the respondent, as an expert, has specialised knowledge that is difficult to access in this form elsewhere.⁵⁷⁹ The interviews should provide as many new aspects as possible on the direct and indirect effects of vocational rehabilitation on business performance in SMEs. Therefore, the semi-structured guided interview was chosen, as this interview form

⁵⁷⁷ cf. Allan, 2003; Walsham 1995; Yin 1994; Strauss and Corbin 1990 as cited in Halaweh et al., 2008, p. 7.

⁵⁷⁸ cf. Saunders/Lewis/Thornhill, 2012, pp. 340 et seq.

⁵⁷⁹ cf. Saunders et al., 2012, pp. 340 et seq.

is best suited for generating case studies, regardless of whether the subjects are experts.⁵⁸⁰

The questions of the semi-structured interview guide are derived or operationalised from the case study protocol.⁵⁸¹ The yield of an interview is determined not only by the interview guide but also by the interviewees themselves. A systematic selection of interview partners is therefore crucial for the quality and character of the data generated.⁵⁸² Potential interviewees for the interviews are representatives of SMEs. On the one hand, they have experience in the field of rehabilitation and, on the other hand, have a significant influence on the company at the normative, strategic and operational management level, such as the owner, manager or CEO. The interviews will be conducted and recorded on-site at the respective company. The recorded interviews will then be transcribed. To preserve any desired anonymity of the interviewees, in this case, the transcribed interviews and the case studies do not allow any conclusions to be drawn about the company or the interviewee.

The insights gained are triangulated with additional information from publicly available information, such as the company homepage and company publications. Based on the transcribed interviews and the additional information, a case study report is prepared for each case⁵⁸³ study using the summarising content analysis, according to Mayring. The case study report forms the basis for the following analysis. This case study report reconstructs and describes the effects of vocational rehabilitation on the company or the business performance, respectively, in the context of the respective company.⁵⁸⁴

3.4 Used methods of evaluation and interpretation of results

For the holistic evaluation and interpretation of the effects of vocational rehabilitation on the normative, strategic, and operational management levels of a company, the St. Gallen Management Model is applied as an integrative management model.⁵⁸⁵ The findings from the secondary analysis and the primary analysis are interpreted using the St. Gallen Management Model.

The evaluation of the transcribed interviews is carried out utilizing content analysis. The reduction and generalisation take place in one step. The summarising content analysis makes it possible to extract concrete data from the transcribed interviews systematically and structured way. In contrast to interpretative and descriptive content analysis, only the content is analysed without simultaneous interpretation of the communication or the interviewee's relationship to the research object. The

⁵⁸⁰ cf. Gläser/Laudel, 2010, pp. 38 et seq.

⁵⁸¹ cf. Kepplinger/Mair, 2016, p. 12; Maxwell, 2005, pp. 75 et seq.

⁵⁸² cf. Gläser/Laudel, 2010, pp. 11 et seq.

⁵⁸³ cf. Mayring, 2015, pp. 48 et seq.

⁵⁸⁴ cf. Miles/Hubermann, 1994, pp. 148 et seq.

⁵⁸⁵ cf. Valek/Slahor, 2010, pp. 44 et seq.

content analysis is carried out deductively based on the defined coding and case study protocol.⁵⁸⁶ Inductive content analysis⁵⁸⁷ and the associated category formation are not an option because of the effort required to examine the expectedly extensive data material and would probably also allow only a few additional insights into the effort involved. The analysis of the case studies is therefore carried out utilizing deductive content analysis⁵⁸⁸. The content analysis is coded according to the dimensions of the St. Gallen Management Model. The coding includes Six categories of codes, and their sub-codes include the following:

1. Processes (*management processes, business processes, support processes*)
2. Structuring forces (*strategy, structures, culture*)
3. Modes of development (*optimisation, renewal*)
4. Stakeholders (*investors, customers, employees, public, government, suppliers, competitors*)
5. Interaction issues (*resources, norms and values, concerns, and interests*)
6. Environmental spheres (*society, nature, technology, economy*)

In addition to the analysis of the individual case studies, the cross-case search for the same action patterns is of great importance for the progress of knowledge in the study.⁵⁸⁹ The results in the form of individual case-based analyses serve as the basis for cross-case analysis.⁵⁹⁰ The cross-case analysis systematises the findings according to coding categories. In addition, a synthesis of the findings is developed and summarised in tabular form. Finally, based on the secondary and primary analysis findings, an explanatory model is developed, the research questions are answered, and the research theses are examined.⁵⁹¹

3.5 Research design

The research design of an empirical study represents the logic according to which the data are collected, interpreted, and analysed to answer the research questions. The study's research design is described and summarized in table form below (Table 4).⁵⁹² The knowledge gain consists of various sub-steps that build on each other. First, the existing literature is analysed concerning indications and evidence on the business effects of vocational rehabilitation. Based on these findings, a preliminary

⁵⁸⁶ cf. Mayring, 2015, pp. 48 et seq.

⁵⁸⁷ cf. Mayring, 2015, pp. 48 et seq.

⁵⁸⁸ cf. Mayring, 2015, pp. 48 et seq.

⁵⁸⁹ cf. Yin, 2013, pp. 143 et seq.; Eisenhardt, 1989, pp. 540-541.

⁵⁹⁰ cf. Eisenhardt, 1989, p. 540.

⁵⁹¹ cf. Miles/Hubermann, 1994, pp. 148 et seq.

⁵⁹² cf. Yin, 2003, p. 18.

explanatory model is derived as a conceptual framework.⁵⁹³ This forms the basis for conducting the case studies and, in particular, developing the case study protocol. Based on the case study protocol, a semi-structured interview guide for data collection will be derived. The in-depth interviews will be conducted with the Key Informants (KIs) from different SMEs in the German-speaking part of Switzerland. Generally, the KIs were founders, owners, CEOs or managers of the companies; accordingly, high-level representativeness of the companies has been ensured. All of them must have experience with vocational rehabilitation. The collected data is triangulated with additional information and recorded in a case study report. The analysis of the generated case studies then takes place in two steps. In the first step, each case study is considered in isolation and in the second step, a synthesis of the findings of all case studies is prepared. Based on the synthesis of the literature review findings and the case studies, an explanatory model is developed. Finally, the research questions are answered, and the research theses are examined.

Table 4 Schematic representation of the research design

Sub-step	Description
Literature review (Secondary data)	<ul style="list-style-type: none"> - Analysis of the literature; the state of research - Identify the impact and generalise using the SGMM - Derive and develop a preliminary explanatory model based on the knowledge gained so far
Case study research (Primary data)	<ul style="list-style-type: none"> - Conducting the descriptive-explorative case studies, using data collected in the form of semi-structured guided interviews - Analysis of the transcribed interviews using deductive content analysis - Within-case analysis - Cross-case analysis (Synthesis of the conducted case studies) - Identify the impact and generalise using the SGMM
Synthesis	<ul style="list-style-type: none"> - Synthesis of the findings of the literature review and the case studies - Develop and derive an explanatory model - Examining the research theses and answering the research questions

Source: Own presentation

3.6 Operationalisation of the case studies

The implementation of the case studies as a research method in this study is outlined and described below. The framework and structure for conducting the case studies are developed according to the approach of Yin (2003, p. 50).

3.6.1 Deriving the case study protocol and report

The case study protocol describes, similar to a questionnaire, all necessary data for the case reconstruction and are collected accordingly for each case study. At the same

⁵⁹³ cf. Maxwell, 2005, pp. 75 et seq.; Miles/Hubermann, 1994, p. 22.

time, the structure of the case study reporting is already defined. The uniform documentation of the case studies makes it possible to compare and analyse them.⁵⁹⁴

Table 5 Case study protocol

Categories	Coding
Company and market environment	K1
CSR strategy and activities	K2
Vocational rehabilitation carried out; a current example	K3
Importance of vocational reintegration and employment of people with disabilities from the perspective of human resource management	K4
Effects and implications for the company and business success	K5
Processes	K5.1
Moments of order	K5.2
Development modes	K5.3
Stakeholders	K5.4
Interaction topics	K5.5
Environmental spheres	K5.6
Personal opinion of the KI on the topic	K6

Source: Own presentation

The case study protocol is oriented towards the research questions and the findings from the secondary data analysis. The data to be collected includes the categories and codes listed in Table 5. Data collection per category is done through interviews and, if available, additional freely available information. The categories also serve as coding for the analysis of the interview data and as a basis for developing the interview guide.

The actual case study, i.e., the case reconstruction, is carried out from the collected data. The structure of the case study reports is divided into the following thematic complexes (see Table 6):

Table 6 Case study report

Complex of topics	Content
Company Profile	Industry, history, customers, competition, motivation, personnel policy, prospects
Experience in Vocational rehabilitation	History, current employment of people with disabilities and vocational rehabilitation, goals and motivation, main factors for success and potential problems
Social responsibility and sustainability strategy	Strategy, organisation of activities, experiences, integration of vocational rehabilitation measures in CSR activities
Key effects and implications of vocational rehabilitation	Recruitment strategy, benefits, challenges, implications, effects and implications for the

⁵⁹⁴ cf. Yin, 2013, pp. 177-178.

	company and business performance according to the dimensions of the SGMM (Processes, moments of order, modes of development, stakeholders, interaction issues, environmental spheres), personal opinion of the KI
Summary	Tabular overview of the effects of vocational rehabilitation on business success from the company's perspective

Source: Own presentation

3.6.2 Presentation of the interview guide

The interviews are conducted along with a semi-structured guide. The individual questions of the interview guide are derived from the preliminary explanatory model⁵⁹⁵ and the case study protocol. The interview guide will use open-ended questions to gather as much information as possible about the subjective views of the companies regarding the effects and implications of vocational rehabilitation on business success and to explore as many new aspects as possible.

The questions provide the interview framework; depending on the answer, additional individual questions are asked to clarify statements or to deepen new aspects.⁵⁹⁶ The semi-structured interview guide⁵⁹⁷ was developed according to the recommendations of Saunders et al. (2012, pp. 372 et seq.). The introductory questions (V000-V001) focus on some key figures of the company and the company history and CSR activities in general. The main section (V012-V026) focuses on vocational rehabilitation as a CSR activity. The questions here focus on concrete activities and their context, the business impact of vocational rehabilitation efforts, and the impact and reactions of stakeholders. The schematic overview of the St. Gallen Management Model and the “Company's ripple effect” serve as analytical tools for the interviews. At the end of the interview, questions on personal opinion (V027-V028) are asked. The questions relevant to the analysis are shown in Table 7:

Table 7 Questionnaire of the semi-structured interview

Variable	Question	Coding
V001	General questions about the company, key figures, and history	K1
V010	What is your company's CSR strategy?	K2
V011	How is the company's CSR commitment communicated?	K2
V012	To what extent is the vocational rehabilitation or employment of People with disabilities seen as part of CSR strategy?	K2
V013	How many vocational rehabilitations have you carried out so far? (Own employees and external)	K3
V014	How is vocational rehabilitation used in your company? Do you use vocational rehabilitation to recruit staff?	K4

⁵⁹⁵ cf. Kepplinger/Mair, 2016, p. 12; Maxwell, 2005, pp. 75 et seq.

⁵⁹⁶ cf. Kruse, 2015, p. 207.

⁵⁹⁷ see interview guideline in the appendenices.

V015	Describe successful vocational rehabilitation in your company.	K3
V016	Has a new product or service been created, or have work processes been optimised in connection with vocational rehabilitation? If yes, please describe them briefly.	K5.1
V017	How do you estimate the effort and the yield of vocational rehabilitation?	K5
V018	What impact and response have you received to vocational rehabilitation efforts (within the company, externally)?	K5.4
V019	Which stakeholders do you think are affected by vocational rehabilitation? (Aid “Company's Ripple Effect”)	K5.4
V020	What effects and implications on the company and business success do you see in connection with vocational rehabilitation efforts? (Tool “SGMM”)	K5
V021	... Processes	K5.1
V022	... moments of order	K5.2
V023	... development modes	K5.3
V024	... Stakeholders	K5.4
V025	... interaction topics	K5.5
V026	... environmental spheres	K5.6
V027	What is your view on the impact of vocational rehabilitation on a company?	K6
V028	Do you think that the long-term success of a Swiss company is decisively dependent on CSR activities?	K6

Source: Own presentation

3.6.3 Selection of companies for the case studies

The case studies are selected so that the research questions can probably be answered, and access to the data in the form of documents and interview partners is also guaranteed.⁵⁹⁸ Within the framework of an explorative study, positive case studies should be chosen to achieve the greatest possible gain in knowledge.⁵⁹⁹

The interview partners are recruited to employ “gatekeepers” or personal contacts in the relevant companies who can locate the suitable interview partner and convince them to participate.⁶⁰⁰ SMEs with headquarters in German-speaking Switzerland were selected to conduct the case studies. In the selection process, care was taken to ensure that the companies in question were currently involved in vocational rehabilitation or had been involved no more than one year ago. The selected companies are active in various sectors, thus achieving as heterogeneous a selection as possible. The following companies were selected for the case studies (see Table 8).

The selected companies show a good cross-section of SMEs in Switzerland. It is remarkable that many micro-enterprises with less than ten employees seemed to have experience in vocational rehabilitation and agreed to participate in the study.

⁵⁹⁸ cf. Yin, 2013, p. 27; Gassmann, 1999, p. 15.

⁵⁹⁹ cf. Yin, 2013, p. 95.

⁶⁰⁰ cf. Kruse, 2015, pp. 251-252.

Table 8 Overview of the SMEs selected for the case studies

No.	Company	Canton	Industry	Number of employees
1	NW GmbH	Zurich	Management consultancy	3
2	AVT Verpatec AG	Zurich	Packing	60
3	rpm Informatik AG	Zug	Computer Science	8
4	Hämmerli Technik GmbH / The Hire Guys GmbH	Glarus	Car workshop and car rental	5
5	Smartpedia GmbH	Zurich	Insurances	5
6	Seminar Hotel Lihn Gen.	Glarus	Hospitality	26
7	rh Ladenbaumanagement GmbH	Zurich	Construction	5

Source: Own presentation

4 Empirical data collection and analysis

In this chapter, the empirical data collection and analysis are carried out in the form of a secondary analysis of the literature and a primary analysis of research case studies. Vocational rehabilitation's direct and indirect effects on business performance and normative, strategic, and operational management levels will be identified and analysed. Secondary and primary analysis findings will be synthesised, and an explanatory model will be derived.

4.1 Assessing the Literature

Based on a comprehensive literature review, evidence of the business impact of vocational rehabilitation is identified and then coded and generalised according to the dimensions of the St. Gallen Management Model. A preliminary explanatory model is developed from the findings.

4.1.1 Identify the business implications of vocational rehabilitation

The literature review focused on studies with primary data, and no studies were considered twice. This means that if a study was already included in a literature review, it was not listed separately again. The economic effects of vocational rehabilitation identified in the literature were reduced and generalised using deductive content analysis.⁶⁰¹ The overview of the identified impacts, sorted by authors, can be seen in Table 9:

Table 9 Overview and results of the literature review

Authors	Effects and benefits described
AAPD, 2015	Positive influence on corporate culture, use of untapped applicant pools to avoid skills shortages
Aichner, 2021	Higher motivation to work, very loyal towards their employer, friendlier dealings with customers, score higher in job satisfaction, perform more consistently, better ability to identify creative solutions, higher willingness to experiment, superior problem-solving skills, lower absenteeism rates, lower employee turnover, higher ROI in training and development, overall more positive work environment, increased productivity, higher levels of innovation, increased business performance, market share, and shareholder value
Aichner & Shaltoni, 2018	Attracting and retaining disabled customers, opening up new market segments, raising awareness of disability among employees and thus responding better to the needs of customers with disabilities
Bengisu & Balta, 2011	Improve service quality and efficiency, make workplace adjustments, reduce operating costs, increase financial profit, benefits from relevant

⁶⁰¹ cf. Mayring, 2015, pp. 48 et seq.

	insurance carriers and other benefits, reduce staff costs, attract and retain socially conscious clients
Ball et al., 2005	Promoting innovation, contributing to diversity, and using untapped applicant pools to prevent a future shortage of skilled workers due to demographic trends.
Bennett, 2011	Promoting equal opportunities at work and in society
BM, 2017	Attracting and retaining disabled people as customers, raising awareness of disability among employees
Chi & Qu, 2003	A diverse applicant pool offers a competitive advantage, counteracting prejudice (bias) and stigmatisation of people with disabilities
Chomka 2004	fewer absences, gain through CSR and “diversity”, fewer absences, less staff turnover in general
Csillag & Gyori, 2016	Promotion of an inclusive corporate culture, profitable or at least without losses in business and moral terms, loyalty, customer retention, improved motivation and commitment, sensitivity, NGOs as well as media and other stakeholders will not attack the company, risk of “legal aggravation” decreases, positive influence on corporate image, claiming state subsidies lowers personnel costs
Dean, 1988	Increasing productivity, reducing personnel costs, and maintaining the return on human capital (“return-on-invest”), among other things, through less fluctuation.
Graffam et al., 2002	Overall, more benefits for the organisation than costs, better productivity, better employee and customer relations
Gröschl, 2007	Increase workplace productivity, increase creativity, reduce operating costs, and thus increase the financial profit of a company, attract and retain disabled people as customers.
Gyori & Ocsai, 2014	Quota regulation regarding employment of persons with disabilities
Hartnett et al., 2011	The company complies with the law and avoids legal problems
Hernandez et al., 2008	In creating an inclusive corporate culture, actual “disability champions” are missing
Houtenville & Kalargyrou, 2012	Develop an understanding of the needs and expectations of disabled clients, improve motivation and engagement, staff retention, reduced staff turnover in general, psychological job security for all staff, and utilise untapped applicant pools to avoid skills shortages.
Hull, 2007	Same or slightly more absences, but fewer staff fluctuations
Kuznetsova, 2012	Positive influence and promotion of an inclusive corporate culture, development of “designed-for-all” products and services, innovations, increase in profitability as a sum of individual aspects, the productivity of people with disabilities, profit through CSR and “diversity”, attracting and retaining disabled people as customers, CSR as a means of attracting new talented employees, the loyalty of employees, CSR as a means of increasing the corporate image among customers and suppliers, expansion of the company's CSR, “disability champions” missing
Lindsay et al., 2018a	General improvement in profitability, improvement in cost-effectiveness, reduction in staff turnover, staff retention, loyalty, reliability and punctuality, positive impact on corporate image, competitive advantages, greater consideration of diversity among customers, increase in customer loyalty and satisfaction, innovation, increase in productivity, improvement in employee morale, inclusive corporate culture, raising awareness of the issue of disability, increase in psychological job security and confidence in the employer.

Markel & Barclay, 2009	Diverse corporate cultures offer the opportunity to benefit and create long-term economic value in today's diverse society.
Miethlich, 2020	Vocational rehabilitation to attract and retain employees, strengthen employer branding
Miethlich & Oldenburg, 2019a	Social inclusion can open up new customer and market segments and increase sales.
Miethlich & Oldenburg, 2019b	The employment of people with disabilities offers a source of sustainable competitive advantage.
Park & Lee, 2009	Increasing profitability as the sum of individual aspects
Rynes & Barber, 1990	Using untapped applicant pools as a competitive advantage
Samant et al., 2009	Positive influence on the corporate culture, expansion of the company's CSR
Schur et al., 2005	Positive influence on the corporate culture, expansion of the company's CSR, provision of resources and incentives for mentoring and training people with disabilities and the adaptation of workplaces.
Siperstein et al., 2006	Innovations, competitive advantage, winning and retaining customers
Waxmann, 2017	Diverse applicant pools offer a competitive advantage (“diversity”)
Wells, 2008	Use untapped applicant pools to avoid skills shortages
Werner, 2009	Cooperation with NGOs as an opportunity for “win-win” situations
Zychlewicz, 2014	Productivity of people with disabilities, increased economic efficiency, improved motivation and commitment, the loyalty of employees, building an attractive brand as an inclusive employer for employees, and expansion of the company's CSR.

Source: Own presentation

No studies were found that dealt holistically with the effects of vocational rehabilitation or the employment of PWD on companies. The studies found to deal with partial aspects of the employment of PWD or only mention individual effects on companies. This probably explains the wide range and diversity of impacts identified. Certain impacts were mentioned in several studies, such as: attracting and retaining new customers, improving overall profitability, tapping into untapped candidate pools to address skills shortages, promoting diversity, positively influencing corporate culture, broadening corporate CSR, improving innovation, fostering employee loyalty and retention, leading to less staff turnover.

Overall, the findings of the qualitative studies are homogeneous and supported by quantitative studies. Contradictory findings were only found in isolated cases regarding absenteeism due to illness, the above-average productivity of PWD, and the costs and possibilities of adapting workplace adjustments to PWD. Hernandez & McDonald (2008), for example, assume fewer absences among PWD than the average workforce, while Hull (2007) finds the same number or even slightly more wants among PWD. In terms of productivity, all studies also observe higher productivity of PWD. Only Graffam et al. (2008) see the productivity of PWD as the

same as that of other employees. Overall, the prejudices against employing PWD can be summarised as concerns about performance and the effort and cost of training and workplace adjustments.

4.1.2 Interim conclusion

The business impacts of vocational rehabilitation identified based on the literature review are generalised using the deductive content analysis⁶⁰² and then coded according to the dimensions of the St. Gallen Management Model (see Table 10):

Table 10 Impact analysis based on the SGMM

SGMM, Category	Impact
Processes	
Management processes	<ul style="list-style-type: none"> - Increasing economic efficiency and profitability as a sum of the individual aspects (fewer absences, higher productivity, etc.) - Reduction of operating or personnel costs through recourse to state subsidies and/or insurance carrier benefits, savings in recruitment (applicant pool, less fluctuation) and preservation of the return on human capital. - Positive influence on corporate image and reputation - Competitive advantages through the effects and expansion of CSR and the diversity of the company - Competitive advantages through the use of untapped applicant pools (avoid shortage of skilled workers, innovative strength)
Business processes	<ul style="list-style-type: none"> - Increase workplace productivity, creativity, loyalty, morale, motivation, and commitment of employees - Improving service quality and efficiency - Fewer staff absences and fluctuations - Create an attractive brand as an inclusive employer to attract new staff. - Attract and retain disabled and/or socially aware customers - CSR as a means of enhancing the company's image with customers - Developing understanding and meeting the needs and expectations of clients with disabilities
Support processes	<ul style="list-style-type: none"> - Adaptations of workplaces - Increasing the sensitivity of all employees concerning the topic of disability (needs, expectations, reduction of prejudices) - Use untapped applicant pools to avoid a shortage of skilled workers and strengthen the innovative power
Moments of order	
Strategy	<ul style="list-style-type: none"> - Expansion of CSR and “diversity” of the company - Achieving a diverse or inclusive corporate culture - Secure and expand the applicant pool, prevent a shortage of skilled workers - Strengthening employer branding and attractiveness as an employer
Structures	<ul style="list-style-type: none"> - Incentive system (component of performance appraisal, bonus) within the company concerning promoting the employment of persons with disabilities or vocational rehabilitation. - Continuous signals or commitment from top management

⁶⁰² cf. Mayring, 2015, pp. 48 et seq.

Culture	<ul style="list-style-type: none"> - Promoting equal opportunities - Counteracting prejudice and stigmatisation - Promoting a diverse or inclusive corporate culture - Good internal communication - Overall positive influence on the corporate culture
Development modes	
Renewal / Optimisation	<ul style="list-style-type: none"> - Innovations; further development or development of new products and services (accessibility, “designed-for-all”; consideration of people with disabilities as employees and customers). - Tapping into new customer and market segments
Stakeholders	
Capital providers	- / -
Customers	<ul style="list-style-type: none"> - Meeting the needs and expectations of clients with disabilities - Attract and retain disabled and/or socially aware customers - Traceable CSR activity - Positive influence on corporate image and reputation
Employees	<ul style="list-style-type: none"> - CSR as a means to attract talented employees - Promoting psychological job security for all employees - Strengthen employees' trust in the company - Promoting equal opportunities - Traceable CSR activity - Positive influence on corporate image and reputation
Public, NGOs	<ul style="list-style-type: none"> - Cooperation with NGOs as opportunities for “win-win” situations (e.g., vocational rehabilitation, CSR activities, staff recruitment). - NGOs, media, and other stakeholders will not attack the company
State	<ul style="list-style-type: none"> - Risk of “legal aggravation” decreases avoidance of future quota regulations or tightening.
Suppliers	<ul style="list-style-type: none"> - CSR as a means of enhancing the corporate image with suppliers
Competition	- / -
Interaction topics	
Resources	<ul style="list-style-type: none"> - Diverse and untapped applicant pool of skilled workers
Norms and values	<ul style="list-style-type: none"> - Promoting equal opportunities - Expansion of the CSR and “diversity” of corporate
Concerns and interests	<ul style="list-style-type: none"> - Efficient operations, therefore, as little effort and risk as possible in recruiting staff and as efficient employees as possible - High-profile CSR activities
Environmental spheres	
Society	<ul style="list-style-type: none"> - People with disabilities continue to be unemployed at an above-average rate - Prejudices remain widespread, so counteracting prejudice and stigmatisation is important - Promoting equal opportunities - Demographic development: using untapped applicant pools to avoid or at least mitigate a shortage of skilled workers for people with disabilities
Nature (Ecology)	- / -
Technology	<ul style="list-style-type: none"> - Digitalisation and new technologies offer opportunities to compensate for disabilities and impairments. - Innovations concerning barrier-free technologies and offers, as well as aids for people with disabilities or older persons
Economy	<ul style="list-style-type: none"> - Companies as role models or positive examples for other companies (“Disability Champions”)

Source: Own presentation

The analysis of the previous findings based on the St. Gallen Management Model leads to the conclusion that there are mainly research gaps concerning the effects on the stakeholders' "capital providers", "competition", and "nature". However, the environmental sphere "nature" or the ecological aspects do not seem relevant in this context. Furthermore, the state of research shows that only partial aspects have been investigated so far, but comprehensive or holistic studies are still lacking.

The employment of PWD, or persons undergoing vocational rehabilitation, seems to positively impact the operational business and the corporate culture in many ways. PWD employment also seems an important issue for stakeholders, which can significantly improve the company's reputation when properly addressed. On the other hand, in terms of business strategy, avoiding a shortage of skilled workers is a key aspect, and in terms of corporate development, the promotion of innovative strength and the associated opening up of new markets and customer segments.

The state of research, as shown below, in the context of the concepts of shared value, CSR, diversity, employer branding and RBV, also allows the conclusion that vocational rehabilitation and the employment of people with disabilities bring different competitive advantages and can have a positive impact on the profitability of a company.

4.1.3 Preliminary explanatory model

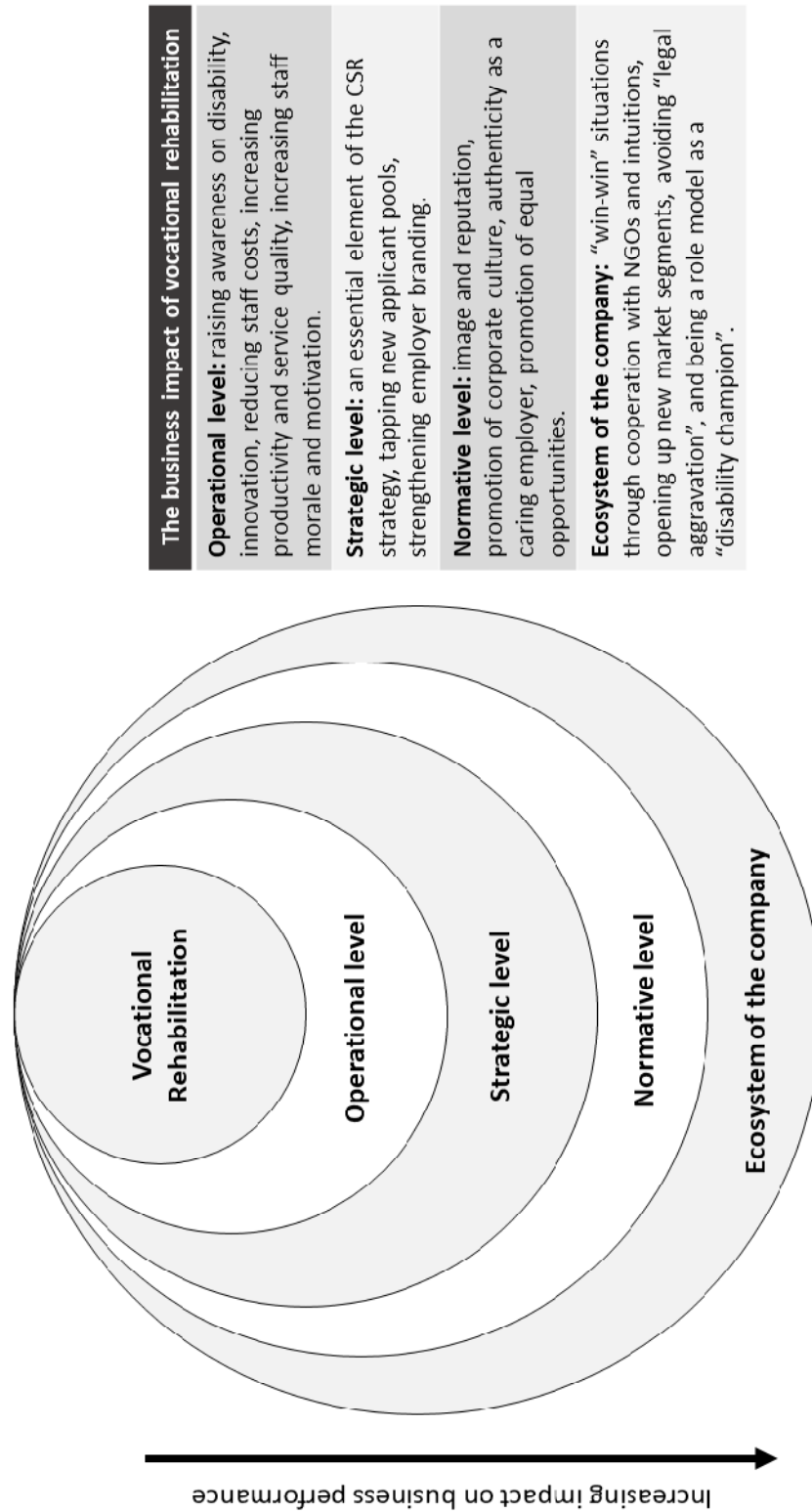
A preliminary explanatory model in the form of a conceptual framework is derived from the previous findings.⁶⁰³ The effects of vocational rehabilitation were differentiated according to normative, strategic, and operative management levels and concerning the company's ecosystem. The preliminary explanatory model can be seen in Figure 7.

The preliminary explanatory model shows that the potential impact of vocational rehabilitation on business performance increases with the hierarchy of the management level and the orientation towards the outside.

Thus, vocational rehabilitation only directly influences the people involved at the operational level. At the strategic level, vocational rehabilitation's potential can be utilised through internal and external communication. For example, to increase the attractiveness as an employer and to open up new applicant pools. This, in turn, leads on the normative level to the promotion of an inclusive corporate culture and the strengthening of values and authenticity as a socially responsible employer. In terms of the company's ecosystem, the commitment can generate added value (shared value) for society and, subsequently, the company itself.

⁶⁰³ cf. Maxwell, 2005, pp. 75 et seq.; Miles/Hubermann, 1994, p. 22.

Figure 7 Prelim. explanatory model: Business impact of vocational rehabilitation



Source: Own presentation

4.2 Conducting the descriptive-explorative case studies

In the following, the within-case and cross-case analysis of the individual case studies is carried out, and the results are summarised in tabular form.⁶⁰⁴ The results are reported on each company and generalized in a second step.

4.2.1 Conducting the within-case analysis

The qualitative case study design involves an in-depth within-case analysis of interviews and other secondary data from seven SMEs. It explores the impact of vocational rehabilitation and the resulting potential.⁶⁰⁵ The operative, strategic, and normative level influences affecting business performance outcomes are reconstructed and described in the context of the respective companies. The results in individual case studies (within-case analyses) prepare for the cross-case analysis.⁶⁰⁶

The individual case studies are presented according to the structure of the developed case study report.⁶⁰⁷ They are structured in the following parts: Company profile, the experience of vocational rehabilitation, social responsibility and sustainability strategy, key effect and implications of vocational rehabilitation and summary.

4.2.1.1 Case study report NW GmbH

Company Profile and Experience of Vocational rehabilitation: NW GmbH is located in Zurich, Switzerland and is part of the Consulting Services Industry, providing consultations and process facilitation/coaching services to individuals and organizations. The Company was founded in 2015. The number of employees has reduced due to the COVID-19 pandemic; currently, three employees work for the company. Two out of them work on a project-basis principle. The company practices a new form of networking, engaging new employees in projects based on need; however, this practice has been suspended due to the COVID-19 pandemic situation worldwide. The company already has experience in vocational rehabilitation with their employees (two cases). No external integration has been carried out so far. The company did not use the integration process to recruit new staff.

Social responsibility and sustainability strategy: According to KI, the company pays close attention to sustainability and corporate responsibility, which is a way to “give something back to the business [added: as a company which works for business] ... as a kind of contribution as a company” [quote from the in-depth interview]. In

⁶⁰⁴ cf. Miles/Hubermann, 1994, pp. 240 et seq.

⁶⁰⁵ see appendices for the transcribed interviews

⁶⁰⁶ cf. Eisenhardt, 1989, n. pag.

⁶⁰⁷ see table 6 “Case study report” in Chapter “3.6.1 Deriving the case study protocol and report”

addition, personal responsibility and personal level commitment are distinguished here beyond corporate-level responsibility, where the KI highlights her commitment to take personal responsibility to support people to find their place in their company.

“...my strategy is that my goal has always been that different people with different backgrounds, sick, healthy, big, small, totally diverse, can find their place in the company, in the sense that I want to represent society in the company... And then to take a little bit of personal responsibility, and it is very important to me that when I decide on employees, we go our separate ways together, no matter what happens...”

Key effect and implications of vocational rehabilitation: The case of internal vocational rehabilitation concerned in this study: the company assistant has been working for the company for three years and is currently suffering from cancer. The Company assisted the employee during the terminal disease, including advance payment of salary, financial support to the employee and her family, and organization of different fundraising events (Christmas letters, presents, etc.). According to KI, the treatment procedure lasts over three years, initially presumed to last only six months. Due to the worsening health conditions of the employee, the company decided to terminate the employment relationship, enabling her to concentrate on recovery. However, that did not have any significant impact on the recovery process. Given the sensitivity of the case, relevant internal and external communication has been ensured, and as the KI mentioned, they “have dealt with it very transparently”. Several communication means have been used, e.g., the company has communicated the commitment via electronic newsletter. Annual reports, which, however, are for only internal use, also covered the employee's vocational rehabilitation. The KI highlighted the importance of proper internal communication of the situation inside the team and consultations with the person concerned on information to be disclosed within the team.

“...I think it is essential that the information given to others in the team, and now of course also in co-working with us, is always kept up to date, and always in consultation with the person concerned, of course, as to how much he or she actually wants to disclose or not. ...”

Feedback from inside and outside regarding the company's commitment to vocational rehabilitation varied significantly and somehow contradicted. While from the inside, the reactions are more about not “overdoing” the commitment, the reactions from the outside are generally encouraging and positive. Similar reactions the company received while implementing some fundraising activities on this matter.

“...Well, I heard from inside that at some point you have to set limits, and so you're more like “take yourself back, do less...And I've received very positive feedback from outside that they think it's great, that they admired the generosity, the keeping at it, the commitment, and they told me several times, “Yes, it's incredible that such a small company does that.”

“...what we communicated with the Christmas letter [note: a method of an organized fundraising activity], where we had totally different reactions, some of them very positive, and others where we found “Yes, no, we don't have to hear another such crappy story now” ... from other sides I really heard that they were actually quite enthusiastic about how great the commitment was, even within the team...”

As expressed in the interview, the integration process had particular implications concerning several aspects of the company. The relationship between efforts and returns on investment for vocational rehabilitation has been assessed negatively. However, the KI distinguishes significant positive implications, which mostly refer to cultural values and norms of the company, mostly perceived as invisible and untouchable implications to be revealed in a long-term perspective. “The identification is simply much higher”, “the bond is completely different, as it is to any employee who has worked there”, “the relationships develop”, “the sense of belonging”, “the basis of trust” - all this have been mentioned as implications which positively impact the performance of the company to be revealed in the long-term run.

“...I will open parenthesis after all, in relation to my own employees, the expenditure has been exorbitant and the income minus, really minus... And when I now look at others, however, I often see that a positive picture emerges at the end. Even though you have a lot of effort in the beginning, right?”

As for the particular impacts of vocational integration, several of them have been identified, mostly referring to the management processes. As KI suggests, vocational rehabilitation in the company impacted the company's management processes. Stronger leadership skills are required, which should develop in line with the commitment. Planning was also mentioned to be one of the company's greatest challenges in vocational rehabilitation, and close leadership is highlighted to be an important contributing factor in handling the case.

“... I cancelled appointments two or three times because I had to step in an emergency where nobody had her, where she could have gone to chemo and back again. And that was actually a bit of the issue...”

According to KI, there is more need to apply relevant tools and guidelines. As KI suggests, “larger companies could also install collegial case counselling to manage the employee's vocational rehabilitation”. Business processes are impacted because more controlling processes are required to assure quality. For example, the company started to apply a “four-eye principle” to assure the quality of outputs to the customers. Other measures include keeping detailed employee documentation and automating the situations to eliminate possible errors. In terms of support processes, they are impacted in terms that they should cover vocational rehabilitation processes, particularly currently the process is covering the following: “how vocational rehabilitation is achieved”, “what are the milestones”, “it provides a framework for how to behave”, “how to communicate internally and externally” [quotes from the in-depth interview] ... Regarding this case, the company also passed through a complicated procedure of salary payment and receiving of insurance payments, which impacted those procedures as well.

Due to vocational rehabilitation processes, there have also been some structural adjustments in the company, including adjustments in the office landscape, e.g., ensuring room availability to rest. The other structural adjustments included ensuring the availability of a staff member for a quick shift, setting flexible working hours (annual working hours) for the person concerned, etc. According to KI, vocational rehabilitation needs a “mature culture”, and development happens when a company decides to deal with a new issue or a new situation. This, in turn, brings positive changes in people’s mindsets and the company’s culture. According to KI vocational rehabilitation process also impacts people's sensitivity and increases knowledge among people who automatically learn how to deal with these people.

“...In development mode, I actually see that when an organization is so rigid and doesn't deal with new issues ... So, there are no new issues or, but when a company simply takes up the issue of diversity, or the issue of sustainability, because everyone is talking about it, then a development happens...”

“...So, I hope that it will also have an impact on sensitivity and increase knowledge. So not in the sense of, I am going to Google, ah bipolar, right? Ah, okay, that is how it is, but I automatically learn how to deal with these people. So, the whole system actually learns from that...”

The stakeholders affected due to vocational rehabilitation processes include the company's employees, partner companies and customers. As KI suggests, investors are less impacted by vocational rehabilitation and are just provided with information. The positive impact is mentioned for the client side, who can see that “the organization does not stand still, but that the organization also takes responsibility” [quote from the in-depth interview], which should be transparently and adequately communicated to the customers. As KI highlighted, the Company received its authenticity among the partner companies as one that “does not just drop people”. And for the customers’ side, KI mentioned that “they have always reacted with understanding”. However, in some cases, customers are affected negatively by not receiving high-quality services as they should.

“...And of course, the quality suffered there, that is quite clear. There were also customers who offered me help, from the customer side... and of course that in turn has an impact on the money...”

Media as a stakeholder is also impacted positively, and implications are similar to those of customers. Regarding implications with competitors, KI mentions that the company receives a certain advantage in staff recruitment with a higher employer rating, and social commitment can be communicated to the candidates as a certain advantage of the company. Implications on suppliers may be encouraging – with the particular example; they may be interested in being engaged in vocational rehabilitation processes.

“You have to give them (added: capital provider side) a good story to tell, and we can say that what I am trying to do now is to say that if I hire someone from this area, it will have the advantages or, and perhaps not the negative impact on the figures, as people assume...”

“Suppliers, is an identification issue, but it could also be that I trigger something at the supplier that he might think about it, actually I work with disabled people here, and I could imagine that now at my company, or maybe I could go into an exchange of experiences with the company...”

Summary: A summary of the influences and effects of vocational rehabilitation in NW GmbH is shown in Table 11.

Table 11 Summary case study NW GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Only own employees - So far, no instrument for personnel recruiting
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Sustainability and CSR - Giving something back to society as a company - Helping people find their place in the world of work - Key driver: CEO/Founder
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - External communication of the engagement (newsletter, annual reports) - Correct internal communication is very important for the staff involved in the process (without violating the personal rights of the person concerned) - Feedback is very different, from encouragement (external) to warning not to overdo it (internal) - The ROI of vocational rehabilitation is seen as negative - However, the long-term impact is positive, especially in terms of cultural values (identification, retention, trust), which subsequently positively impacted organisational performance. - Vocational rehabilitation requires strong leadership skills, quality control processes and good planning. - Successful vocational rehabilitation needs a mature culture - Vocational rehabilitation sensitises the people involved

Source: Own presentation

The case study of NW GmbH shows that involvement in vocational rehabilitation does not generate an immediate profit but can make a qualitative contribution to the corporate culture and, thus, also to the company's performance in the long term.

4.2.1.2 Case study report AVT Verpatec GmbH

Company Profile and Experience of Vocational rehabilitation: The company was founded in 1988 and operated in the packaging area. It presents its customers with customized packaging solutions for safe transport, such as suitcases, transport containers, etc. Currently, the company has sixty employees.

The Company has experience in vocational rehabilitation with their employees and external placement. Currently, an internal person is employed by the company with a reduced workload and has been working at the company for nearly four years and will retire soon. Another employee supports the organization at times, conducting minor activities.

Social responsibility and sustainability strategy: According to the KI, the company has a sustainability strategy and a certain perspective and vision for the future - “we have to have a certain perspective, we have to have visions of what we want to do” [quote from in-depth interview]. As a sustainability strategy, the KI mentioned that

the company essentially focuses on more highly qualified human resource experts who can be deployed more universally. The social component of the company includes integrating and rehabilitating people into the company. Besides, the company sponsors certain organizations, among them Special Paralympics, which is explicitly stated and communicated to people “so that people can see that we are also active in this field” [quote from in-depth interview].

The company considers vocational integration as a tool for staff recruitment. However, currently, the company is less inclined to use this method as the company's strategy is to employ more highly qualified personnel.

Key effect and implications of vocational rehabilitation: As KI mentions, the challenge of the integration process mainly refers to the beginning of the process when the company needs to know the person, train and manage him/her. However, the KI describes the entire process of integration to be successful. As KI shortly describes - “in the end, it has turned out to be a good thing”. A personal commitment “to give a chance to people” is a primary motivation for the employer to start vocational rehabilitation in the company.

“...the difficulty has been simple, especially at the beginning, we do not know the person, we make a start. Although we are not financially independent, i.e., we are paid for the social (and other) costs, we have the internal effort to train this person, manage him or her and so on, and getting to know him or she is certainly an effort that we have to make...”

“...Yes, the motivation is actually that you say you want to give these people a chance, where in principle they don't get a chance anymore because they are simply not able or out of a physical, mental, situation not able to work as we actually demand...”

As expressed in the interview, the relationship between the costs and benefits of vocational integration is not definite. In the beginning, integration requires higher efforts, and the person's performance varies over time. Regarding social security system benefits, the balance between the costs and benefits becomes equilibrium and “in terms of income and performance, it is more or less within limits.” Accordingly, from a short-term perspective, integration is mentioned to be a “good experience” and has positive impact regards to external support. However, in the long-term perspective, the balance is negative as a reduction in the performance of integrated personnel is observed, and financial support is not provided for longer. According to KI, “in the beginning, everything is good and is compensated financially”; however,

over time, the combination of wage and performance becomes irrelevant, while people's performance reduces.

As KI notes, occupational integration would not be possible in the company without the benefits or incentives provided by the social security system. Meanwhile, KI highlights that currently, there is better and longer support from the Government, and it balances the financial risks the company takes when making decisions to engage integrated personnel.

“...In the beginning, it is just a lot of effort until the person has started school, can do everything, or can do what he or she should be able to do. And in many cases, we have already seen that there is a drop in performance over time...”

“...And we have had a relatively good experience with the IV, together with them, that support comes, which is interesting for both sides, of course, but we have now also had to see that in the longer term, of course, this is still a disadvantage for us as a company, because we do not want to simply put people back on the street, but keep them on, but have a reduction in performance over the whole time....”

In the context of vocational rehabilitation, KI emphasises that there is a preferable degree of integration, which is needed to ensure effective coordination of the processes in the company. “Good balance” should be maintained. Here the permanent employees are perceived as the “driving force” for the company, while integrated personnel are perceived as a supporting factor who “can help”. Meanwhile, KI mentioned that there were cases when people in vocational rehabilitation were working with the same performance level as other employees.

As for the implications of vocational rehabilitation with the company, KI mentioned that management and support processes are certainly affected while business processes are impacted less. As KI notes, the management and support processes need to be more considerate while the business process remains the same. Meanwhile, KI notices that processes cannot be modified to a large extent as “the processes are not constructed around the people”, but there is “an optimal process which is implemented with the people...”. The vocational rehabilitation in the company did not significantly impact the emergence of innovations or optimization. In the context of management processes, there is a higher demand for superiors, particularly during the labour division. An employee's physical and psychological limits need to be duly taken into account, and superiors need to have full information for each case to manage it effectively. Resources are affected in terms of the increased need for leaders' support and support by employees. Concerns and interests may also be impacted, and they should be taken into account and addressed accordingly.

“... Then I say, in terms of performance, you can reach similar levels as with normal employees, but in many cases we already have, and in some cases still have, also people where psychological problems are present, which is then relatively difficult, because of course you don't know exactly what's going on now, why is it not working, why and why are they suddenly ill ...”

“...At the most, maybe a process flows [added: is impacted because of integration] where you would perhaps handle things a little differently, but in the end, the processes are given, and they are actually to be adhered to, plus/minus, right? So, in concrete terms, this also means that we cannot construct all the processes around the people, but we have to have an optimal process and be able to implement it with the people...”

“...resources, in the sense that you may need to have leaders to support you in this. So, it is no use if the entrepreneur says on his own, now we do this, and everyone else says, a completely shallow, right? Of course, they have to support it; they have to be able to cope with it in the end....”

According to KI, vocational rehabilitation processes already mean a certain level of development for the company. A business should have a certain community, ground, and relevantly consolidated structures to integrate a person successfully. Meanwhile, the integration process impacts the culture as for sensible integration of a person, a further adaptation of the culture in the company may be needed.

“... culture is a bit of a high word, but it goes a bit in that direction, a certain business community, a certain ground, must be there so that the person can be integrated sensibly because as soon as the structure is not consolidated, we have no safety net and nothing, then they are somewhere and are not well looked after and so on ...”

Along with communication with the outside world through advertisements, the company also appreciates internal communication of its commitment to vocational rehabilitation. There has been no disagreement between colleagues in this regard, as the internal communication among staff was organized clearly, and the personnel was informed about the integration beforehand. According to KI, regarding integration processes, the whole social competence increases among managers, leads and employees.

“...above all, it is important that the internal employees know that we are also active there. That is actually a bit of the communication in inverted commas of these commitments...”

“...what I find above all is, of course, that the whole social competence increases quite a lot. So not only from the managers, especially the leaders, but also from the employees themselves, I think that is actually quite valuable, it's also a bit subordinate, but it's actually valuable....”

As expressed in the interview, stakeholders are not broadly affected and have little implications regarding integration. The integrated personnel are involved in the production area and do not have customer contact, as presumed by the nature of their job. KI, however, mentioned that “even in the office area, it would be possible that they could have customer contact”.

The integration processes did not significantly impact the company's environment concerning society, nature, technology, and environment, mainly because the integrated personnel are involved in „subordinate” areas and have fewer chances to directly influence these aspects of the company. As KI notes, it would be desirable for them to gain a certain degree of acceptance or a certain amount of public recognition, which may also be considered during the calls for tenders: “that would be, I'd say, desirable if you could see some kind of remuneration... but we don't notice that today” [quote from in-depth interview]. According to KI, engagement in integration processes does not significantly affect the company’s participation in calls for tenders, projects, etc. This can be perceived as a positive argument but not critical for the customers when making consumer decisions. As KI suggests, companies have no social pressure to take on more social responsibility. However, if social responsibility is taken, it is appreciated by society.

Summary: A summary of the influences and effects of vocational rehabilitation in AVT Verpatec GmbH is shown in Table 12.

Table 12 Summary case study AVT Verpatec GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Own employees and external persons - Employment of PWD - Vocational rehabilitation is used as a tool for staff recruitment
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Sustainability strategy and clear vision of the future - Vocational rehabilitation as a focus of the CSR strategy - Sponsoring of sports for the disabled (special Paralympics) to make commitment visible - Motto: “to give a chance to people”. - Key Driver: CEO/Founder
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - In particular, high expenditure (time, effort) at the beginning of the rehabilitation process, but in the later course, the work performance should compensate for the expenditure. - In the long term, however, experience shows that the performance of the rehabilitated employees tends to decline,

	<p>resulting in a slightly negative balance due to the discontinuation of state aid.</p> <ul style="list-style-type: none"> - Good balance between employees and persons to be rehabilitated important - Leadership skills important - Sufficient information about the person's situation to be rehabilitated is important for a successful process. - Internal communication is very important; it is the only way to have the understanding and commitment of the other staff members. - Vocational rehabilitation needs a certain company culture, and at the same time, it develops the company's culture. - vocational rehabilitation develops the social skills of the employees involved - Positive reactions to the commitment from society
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Source: Own presentation

The case study of AVT Verpatec GmbH is an example of a company that understands vocational rehabilitation as an essential part of its CSR strategy. The experiences show a positive influence of vocational rehabilitation on the corporate culture. In addition, vocational rehabilitation promotes the social competencies of the employees involved.

4.2.1.3 Case study report RPM Informatik GmbH

Company Profile and Experience of Vocational rehabilitation: RPM Informatik GmbH is an ICT general company that provides its customers with IT and communication services- tailored to the needs of SMEs. The company was established in 2009. Currently, the company has eight employees. The Company already has experience with external vocational rehabilitation and his experience working with ESPAS⁶⁰⁸. Overall, three employees are engaged through different integration modes, one through ESPAS.

Social responsibility and sustainability strategy: The Company has no written corporate social responsibility or sustainability strategy. However, according to KI, the company is consistent in its social responsibility practices towards its employees. Meanwhile, the company does not use special methods to communicate corporate social responsibility commitments intentionally, and communication happens upon need.

“...We don't have anything explicitly in the company's mission statement or anything like that, just short things inside, but we certainly have, let's say for our company size, relatively strong social employee responsibility...”

⁶⁰⁸ Social institution with the aim of employing PWD and vocational rehabilitation

The company considers vocational integration to recruit staff, however, with some redundancies – not eliminating the opportunity of permanent employment but considering it a chance. According to KI, to recruit an employee after integration, there should be “a solution” in place for the long-term run.

“...with integration, there is usually a bit of a problem, if they don't have a solution afterwards, it doesn't help so much sometimes... we do not overstrain ourselves ...”

Key effect and implications of vocational rehabilitation: During the in-depth interview, the KI highlighted several key motivating factors which were important for the company to be engaged in vocational rehabilitation processes, among them a social contribution to the economy through integration (“not integrated people end up costing the economy more than if they tried to make them part of society” [quote from in-depth interview]), opportunity to involve valuable and loyal personnel, etc. The possibility of involving valuable, loyal personnel with a sense of appreciation towards the employer is an added value for the company. The social security benefit is an important factor for the company during vocational rehabilitation, and it is perceived as a balancing factor to the risks that the company takes during integration as a small-size company in the process of build-up and lack of excessive means.

“...Sometimes it goes wrong, but you also have a lot of valuable people, where, as my experience has shown, loyalty is usually also high; that is my experience. So, people also appreciate it if you give them a chance. I think that is also an added value for a company...”

“...for us as a small business, we would not have taken the risk... we were in the process of building up and simply didn't have the means, we wouldn't have taken the risk if we didn't have the things [added: social benefits], I have to say, that would have been the decisive factor for our company, our success or our existence...”

As for the challenges of successful vocational rehabilitation, time expenditure has certainly been mentioned to be the biggest challenge, significantly high at the beginning of the integration process. Dealing with the clinical picture is another challenge: “you know what you can expect, or what you should not expect from an employee, or where do you have to take the clinical picture into account” [quote from in-depth interview]. Finally, a need for stronger coordination with the other departments arises, requiring additional time investment for coordination, mentioned as another challenge of vocational rehabilitation.

As for the return-investment combination, succession solutions are highlighted to be critical in the assurance of a positive relationship between efforts and returns on investment in vocational rehabilitation: “if you keep it, I think the yield is higher” [quote from in-depth interview]. This is conditioned by time investment, which is high at the beginning of integration. Therefore, long-term employment relationships reduce time costs and are preferable in this regard.

According to KI, new products or services have not been created in connection with the integration. In contrast, work processes have been somehow optimized to a small extent: “we can allocate a bit easier work (added: to integrated personnel) and give the seniors a bit more time for the work” [quote from in-depth interview].

As KI mentions, the communication between the company’s staff and customers and integrated personnel was organized openly - “there was an understanding, and the employees understood that” [quote from in-depth interview]. In the context of integration, the employees did not experience a feeling of unfair treatment towards them. However, as the further narrative of the interview shows, internal reactions from the personnel have not always been described as entirely positive. In this regard, to managing internal implications, the KI highlights the importance of “keeping balance” during integration processes bearing in mind possible critical voices within the company. In contrast, the external reactions were mainly encouraging, however, combined with “a well-intentioned criticism in the sense of “Don't overdo it” [quote from in-depth interview].

“...inside the company, difficult, usually little reaction.... There have been critical voices in mind; we have to make sure that we don't have too many at once, so you know where a second one came from and certainly so, we have to make sure that we keep the balance. That is natural, and it came internally....”

“...Externally between recognition and well-intentioned criticism in the sense of “Don't overdo it”. So externally like “Ah great.” And “You're doing this as a small business.” And others say, “Hey you, this is what big companies should be doing; you have to make it work.” But not actually saying no to doing it, but actually saying, “Don't overdo it.” So, worried about the business. Yes....”

To a small extent, vocational rehabilitation affected management processes. From an organizational point of view, among the process implication, the KI mentioned: “a certain amount of extra work” that the company should carry out: “we certainly need a little more clarification, structures and so on”, and “HR is a bit more extensive [added: in case of integrated employee]”, “a few processes where you have to adapt”

[quotes from in-depth interview]. As KI notes, the need to adopt ad hoc implied processes arise, and there is a need to write detailed process manuals.

“...Yes, of course, we have simply adapted our implied processes ad hoc. Now it is our turn to write process manuals and so on...”

The impact of vocational rehabilitation in strategy is assessed to be little. Among the structural impacts, KI highlighted assurance of control structures, which should be in place, especially at the beginning of integration.

“...The structure has something to do with the processes... you have to maintain the control structures that are perhaps a bit of a must, especially at the beginning...”

As for the development modes of the company, according to KI, vocational rehabilitation did not significantly impact them. This, however, does not impact the company's intention to continue inclusion measures which the company plans to carry out strategically in a “balanced” way. Meanwhile, KI mentioned that vocational rehabilitation enriches the company's culture and “makes business life a bit more colourful” [quotes from in-depth interview].

“...I have the feeling that it [added: vocational rehabilitation] is an enrichment, that people can be an enrichment to the culture, they can have another facet, I have the feeling that it is possible...”

“...the effect is that this also means an honest commitment, so you have to want it, you have to do it with conviction because it is not always easy... I say it makes business life a bit more colourful ...”

As KI highlights, the stakeholders affected by integrating into the workplace include employees, affected in many ways, “who must, may and work together with the people” [quote from in-depth interview]. Human resources development is affected by the opportunity to attract new people. Customers are not significantly affected as, according to KI, implication on customers, whether there is customer contact or not, which is not the case for the company. Vocational rehabilitation did not have implications also regarding competitors.

Summary: A summary of the influences and effects of vocational rehabilitation in RPM Informatik AG is shown in Table 13.

Table 13 Summary case study RPM Informatik GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Experience with own employees and external persons - Vocational apprenticeships for persons with birth disabilities - Vocational rehabilitation is used as a tool for staff recruitment
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Cooperation with social institutions - Informal strategy, but consistent in its implementation concerning corporate responsibility towards employees. - Responsibility is implicit; communication to the outside, only when necessary - Motto: “makes business life a bit more colourful.” - Key driver: CEO
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - Vocational rehabilitation makes economic sense and ultimately benefits the company. - Appreciation for the employees - Risk assessment in vocational rehabilitation is essential for small companies - Time required at the beginning of the rehabilitation process is very high - Clinical aspects have to be taken into account, which requires increased coordination of all parties involved - ROI is most likely to be achieved with longer rehabilitation processes or when an external person is subsequently employed. - Open internal communication is important and promotes understanding - Partly critical feedback internally not to overdo it - Business processes need to be better structured and recorded in more detail - Tighter control structures are important, especially at the beginning of vocational rehabilitation (quality assurance) - Positive influence on the corporate culture

Source: Own presentation

The case study of RPM Informatik GmbH shows that vocational rehabilitation is the core of the informal CSR strategy, which is consistently implemented. The company also cooperates with a social institution for vocational rehabilitation and takes from those external persons for rehabilitation. For small companies, engaging in vocational rehabilitation is also risk management. It must be possible to maintain a certain balance.

4.2.1.4 Case study report Hämmerli Technik GmbH

Company Profile and Experience of Vocational rehabilitation: Hämmerli Technik GmbH was founded in 2018. The business consists of a car garage responsible for the maintenance of over sixty vehicles (car rental) and provides technical workshops solving complex problems. The company has experience with vocational rehabilitation involving three external employees. However, the company does not have any job placements completed yet. Two employees working as

mechanics through external integration have dropped out. Currently, there is one employee who is still working at the office.

Social responsibility and sustainability strategy: The Company does not have any written sustainability or corporate social responsibility strategy, which is conditioned because the company is small. However, it pursues certain sustainability goals in its activities. Among these activities is engagement in the vocational rehabilitation process. As KI describes, it is not pursuing entirely altruistic intentions because the company “as a taxpayer has to finance people who have somehow left the labour market”. A win-win situation for both sides is mentioned as a bottom line for companies' motivation for vocational rehabilitation. Meanwhile, the personal commitment of the owner is also accented here.

“...I can do my bit to ensure that perhaps, it would be nice to have someone less without a job and find their way back into the world of work through my commitment, then I have made a small contribution there...”

Key effect and implications of vocational rehabilitation: As KI mentioned, no special methods or channels of communication of the commitment are used, and an explanation is provided upon need.

“...There will be no communication in that sense... I will, of course, explain what the person is doing there, why they are here and who they are ...”

As can be concluded, the company is intended to use vocational rehabilitation for personnel recruitment which is conditioned by the fact that an employee who has been involved in the company through vocational rehabilitation and passed through successful rehabilitation is already familiar with the company's internal process and interpersonal relationships with personnel are already in place. Accordingly, the company is not forced to pass the same procedure with a new employee, and recruitment of the integrated person is mentioned as an advantage and benefit for the company.

“...If a successful rehabilitation has taken place and the person can take over in the company, then you have a clear advantage that the person concerned already knows the company, the person knows the processes in the company, and you know each other, so the interpersonal aspects are already there... ..”

As a challenge of vocational rehabilitation, KI mentioned: “almost having an additional qualification as a psychologist”, which can be treated as a need for special

managerial skills to handle the cases. This is combined with the availability of resources, among them time and assistance, which a successful integration procedure presumes. Another challenge includes interrelations and labour division within the staff, where “there's somebody else who takes over certain tasks...”. The potential risk of lack of progress among employees passing vocational rehabilitation is also recalled through demonstrated unsuccessful past experiences.

“...I can offer a certain amount of support until then, and anything that goes beyond that must either be outsourced or, in the worst case, the measures must be discontinued because the capacity is simply not there...”

In connection with the integration process, no special cases of creating a new product or service are mentioned. Work processes have been adapted by introducing detailed illustrations specifying “what kind of job is to be done... what is to be replaced... etc.”

“...this also goes in the direction of documentation of processes, how do I proceed, everything, preparation, and that, of course, gives a synergy also for the company itself...”

In terms of relationships between costs and returns for vocational rehabilitation, the situation is assessed as “fifty-fifty”: an integrated person takes a certain amount of time to get used. On the other hand, integration needs higher efforts from the managerial staff compared to returns. However, in the long-term perspective, the outcome is assessed to be positive because no further significant inputs are needed for the adaptation and training of the integrated employee.

“...in the long run, if the person concerned is there for three, four or five months, the second, third or fourth time it works better, and the fifth time it works as it has to, and then we are actually much more on the plus side, on the income side, for the simple reason that we don't need the training time...”

The company received positive reactions for their commitment externally; as KI mentions, “I have now written quite positively, and on the whole, it was certainly welcomed”. Customer contact varies; it has been described as sometimes problematic and, in some cases, very well perceived. As KI notes, “you can't generally say that you have to keep people away from customers...” In terms of communication with the customers, problems may arise when the customers are not aware of it and need some explanation. In case proper information is not provided, there might be a negative attitude from the customer side. According to KI, some implications might be for investors interested in reinvesting in such workplaces.

Regarding support processes, the KI mentioned that the company has to create them for certain activities if they lack or are not well-rehearsed. For example, the company has introduced certain tools (illustrative guidance) which make work processes easier and more systematic. According to the KI, integration also assumes certain structural adjustments, and structural adaptation is possible and necessary in the company for vocational rehabilitation. Vocational rehabilitation can be an enrichment for the corporate culture. Meanwhile, renewal and optimization are possible through better deployment of assignments (where there are certain types of work that an integrated person can do) and new opinions and ideas.

“...And yes, it can, of course, be an enrichment of the corporate culture because of the fact that you may hear new opinions or that the person can bring in his or her own ideas... “

According to KI, while the larger companies may afford vocational rehabilitation, sometimes as a part of marketing strategy, a small company such as Hämmerli Technik is beneficial, and support from the social security system is crucial. The larger companies may also afford social officers in principle. In contrast, in small companies, mainly owner-managed, the employer is the key player in the process, mainly investing his / her time which cannot be reimbursed.

“...if I have to instruct someone to do something for an hour, I do nothing else for an hour, and then at some point, the scales are raised... “

Summary: A summary of the influences and effects of vocational rehabilitation in Hämmerli Technik GmbH is shown in Table 14.

Table 14 Summary case study Hämmerli Technik GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Various vocational rehabilitation of external persons were completed, partly also unsuccessful, due to the disease development of the person concerned - Vocational rehabilitation is used as an instrument for personnel recruitment
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Informal Strategy - specific sustainability goals to be achieved in day-to-day operations - Vocational rehabilitation is seen as important to the national economy - No proactive communication of commitment - Motto: “win-win situation.” - Key driver: CEO/Founder

Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - If an external person is employed after vocational rehabilitation, the training period is free of charge because it has already taken place within the framework of vocational rehabilitation, which is an advantage for the company. - Time expenditure was initially very high - ROI balanced throughout the rehabilitation process - Introduction of illustrated work instructions/checklists for certain work processes (quality assurance) - Positive influence on corporate culture - A better division of work and relief of employees (e.g., repetitive work)
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Source: Own presentation

The case study of Hämmerli Technik GmbH shows that even a small company with a lot of commitment can regularly support the vocational rehabilitation of external persons. Although not every vocational rehabilitation has been successful, and consequently, no ROI could be achieved, the company sees several benefits from the engagement.

4.2.1.5 Case study report Smartpedia GmbH

Company Profile and Experience of Vocational rehabilitation: The company provides independent intermediary services in the insurance market. The Company has experience with both internal and external vocational rehabilitation. The company has accompanied two employees through external vocational rehabilitation and one through internal integration. According to KI, two cases out of three vocational rehabilitations were successful. In one case, a woman came back after a long time to recover and took over a better position.

Social responsibility and sustainability strategy: The Company does not have an institutionalized and formalized social responsibility or sustainability strategy; however, the social aspect is taken into account based on the owner's commitment. Vocational integration is a part of social responsibility, and meanwhile, the company considers it a tool for recruiting personnel as it may enable the company to employ experienced people.

“...She fell out for a long time, but they still kept her. And that is because of partial relationships, interpersonal relationships, where you have. And on the other hand, it is also due to the owner's or manager's vein, who says that it is not only the money that is perhaps lost at the beginning, but that you have a long-time employee...”

Key effect and implications of vocational rehabilitation: The terms of the relationship between efforts and the return from vocational rehabilitation, the KI

highlights that it generally depends on an integrated person. Efforts are high at the initial phase of integration, requiring more time investments, as “these are people from outside the industry, you have to add them to a new industry” [quote from in-depth interview]. Depending on how much a person corresponds to his/her position, it can also be profitable. Meanwhile, KI mentions that the person can also bring added value to the company, and in that case, there will be more success with him/her.

“...So, there's certainly a time at the beginning where you invest, you invest mainly time...”

According to KI, the integration requires extra leadership work; effective management and “instinct” are needed to properly communicate the companies’ commitment to the stakeholder. As KI highlights, in general, the company's social commitment positively affects corporate culture. However, integration in the structure may be rather difficult as a situation may be created where the other employees will feel that they are not treated equally. The situation may be mitigated if proper communication is carried out within the company. The KI highlights that the other employees must be informed in advance and correctly to escape structural problems within the staff.

“...That's where effective management is needed, and I also say a sure instinct for how to communicate that, how to integrate the person, how to treat the person, very centrally; I think, yes, that you can integrate in a healthy way, yes...”

“... if someone new comes in, it's a bit problematic with every change, and he has privileged Asterix conditions because he comes from the IV, I'm saying now, and he can take some time off if he wants to, and that can have a negative effect on other people, that he suddenly needs his time off for two hours or so, then you feel a bit disadvantaged as an employee...”

The company's stakeholders affected by vocational rehabilitation include customers/clients, employees, and partner companies. For all of them, there is a need for effective and proper communication. For example, integration and social responsibility, in general, are communicated with partner companies and mentioned as a “plus” for the company that partner companies may consider during further collaboration. Besides, KI mentions that there is also an opportunity to cooperate with social security institutions, such as AHV, IV, etc. According to KI, investors may be interested in investing in companies where the social aspect (soft aspect) is considered in line with the hard aspect, which is a decisive factor for investors.

The social aspect of the company affects the customers and clients as many companies appreciate it, and even if the products offered are relatively expensive, social aspects can be used as an advantage. KI brings a certain example where the company received a competitive advantage against other companies while participating in a tender thanks to the social aspect duly introduced in the bidding documents.

“...Mention the social aspect in the presentation or in the presentation of the tender and say, “We will do it this way and that way. And the social aspect has always been well received; it has been very, very well received... the social aspect is also very welcome in...”

“...In the economic aspect, as I said, if things go well, it's a win-win situation for the company; it's sufficient if income and expenditure remain in balance, that's okay, but on the other hand, if things simply don't harmonise, then you have to stop it pretty quickly, don't you...”

From an organizational perspective, the employer should “take his/her time” to effectively explain the internal processes to integrated people and employees for successful integration. The impacted processes may include management, support, or business processes, which, however, mainly depend on the person to be integrated. Integration is rather easier in the case it happens in the production sector (“he effectively does his product”, “he learns how to produce it”, “how to do it, and then it's a bit of a series job”) and is problematic for someone to be integrated into management, as for the latter the interactions and types of assignments are more diverse. However, KI describes the companies’ overall experience with vocational rehabilitation positively.

“...The other one joined us as an external person, first in the administration and later even took over the production management. So ... But coming from a completely different industry, but still slipping into the role of production manager is actually a success story, yes...”

Summary: A summary of the influences and effects of vocational rehabilitation in Smartpedia GmbH is shown in Table 15.

Table 15 Summary case study Smartpedia GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Own employees and external persons - Vocational rehabilitation is used as a tool for staff recruitment
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Informal strategy, but consistently pursued - Key Driver: CEO
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - Access to specialists and well-qualified workers who would otherwise hardly be aware of the company. - Effort at the beginning of the rehabilitation process was very high - High demands on leadership skills - Internal communication is very important so that the employees involved are informed and do not feel treated differently or unfairly. - The more complex the work activity of the person to be rehabilitated, the greater the effort required - Commitment is communicated - However, social commitment does not usually seem to be a decisive factor in customers' purchasing decisions. - Partial consideration of CSR in public project tenders - Overall, a qualitatively positive influence of vocational rehabilitation on the company and the employees

Source: Own presentation

The case study of Smartpedia GmbH shows that companies can use vocational rehabilitation as an employer marketing tool. By offering the possibility of vocational rehabilitation to external persons, the company can reach specialists and skilled workers and subsequently employ them, who would otherwise hardly be aware of the company.

4.2.1.6 Case study report Seminarhotel Lihn Gen.

Company Profile and Experience of Vocational rehabilitation: Seminarhotel Lihn operates in the hotel industry providing professional infrastructure for seminar and holiday guests. The company was founded in 1929 and has worked in this area for over 90 years. The Seminarhotel Lihn is part of the cooperative “Sozial Diakonische Werke”, founded in the 1960s. It includes two hotels - the Hotel Seebüel in Davos Seminarhotel Lihn and the “Menzihuus”, a social therapy institution. Twenty-six employees currently work in Seminarhotel Lihn. The Cooperative has had experience with integration measures starting from 1929, and the first experience was with dry alcoholics. Currently, the hotels give therapy opportunities to their employees with psychic-based or slight physical disabilities for people with addictions and provide training and integrated job opportunities for disabled people. The company also has experience with vocational rehabilitation and integration measures via the social security labour insurance scheme.

In 2009 retail trade training was started at Menzihuus social therapy institution. In 2011 training and integration started in Seminarhotel Lihn. Since then, the hotel has had five graduates per year, with between 40 and 50 people trained and integrated. Integration measures, such as stress training against burnout, etc., are organized and limited to three to six months. The Hotel uses vocational integration as a tool for recruitment, and there have been approximately five recruitment cases in recent years. Currently, fifty people work at the hotels 20 out of them are apprentices. To be integrated into the first labour market, the integrated personnel must pass the final apprenticeship examination.

Social responsibility and sustainability strategy: The Company follows sustainability practices based on five pillars of sustainability: ecological, economic, tourism, social aspects, and social commitment. Ecological sustainability is followed through particular practices: the provision of solar hot water, usage of solar energy, cultivation of own organic vegetable garden, etc. The company's legal formation, which is a cooperative, non-profit organization, ensures its economic sustainability where no dividends are paid out. Instead, the cooperative member has to pay an annual contribution to support the business. Social aspects include companies' intention to engage with high-skilled workers who are continuously trained, especially in customer care. The company is also certified, Ibex "fair stay" certification, a sustainability label in the tourism sector. Regarding social commitment, the central task for the company is social engagement, and the hotel business is a means to reach social integration. According to KI, the Company's commitment in those areas makes the business more competitive compared to other similar businesses.

"...And then there is the social commitment, where the central task of our company is actually social engagement. That is what the cooperative is for, isn't it? The hotel is simply a means to an end, isn't it? And the end is social integration... And the social commitment, and for that, you need a hotel, and you need guests, where you can consume organic vegetables, for example, or eat bread from the bakery for breakfast and so on, guests, where bed linen gets dirty, where you can do social work with it. That is what it takes, but the central task is not the hotel business, but social commitment."

"...And that's why we are rated very highly compared to our competitors because we are very committed in all five areas [added: ecological, economic, tourism, social aspect, social commitment], including the social sector."

Key effect and implications of vocational rehabilitation: Though a social commitment is communicated in external marketing, it is not the core pillar of external communications. The core communication pillar is positioning the company as a three-star seminar hotel, after which its strong orientation towards sustainability is distinguished. Social commitment is not introduced as the main argument, and the first-place arguments include a good price-performance ratio, sustainability, and an organic vegetable garden in the hotel. Social commitment is communicated to the guests during welcoming introductions and introductory tours organized for the guests in the hotel. Nametags to differentiate integrated personnel is not used during service provision, and customers don't know whether supervisor or apprentices provide services: "I think that the guest when he or she is here, knows afterwards that there are people with handicaps here, where they work, but that's all he or she needs to know...[quote from the in-depth interview]."

"...we are positioning ourselves on the market as a three-star seminar hotel, as a sustainable three-star seminar hotel, not as an institution for the disabled where there is still some hotel operation... a good price-performance ratio, sustainability, organic vegetable gardens, these are our main arguments in the first place. And only in the second place do we communicate to our guests that they will support a good story when they come here..."

"...Have we already discussed whether we should write to people differently ...and we have deliberately decided against it. Because we said that for a guest, it does not matter which one is the supervised person and which one is the supervisor, the service has to be right, the quality of the service has to be right, and we don't want to exhibit the people or something like that..."

The need for the engagement of trained occupational therapists or social therapists directly in the team is mentioned as one of the challenges of vocational rehabilitation. As KI highlights as a response to the question about the challenges of vocational rehabilitation, close job coaching is required, especially for difficult cases. The coach should be able to manage a case of crisis successfully. Management of different clinical cases requires additional efforts and knowledge to be in place. As KI notes, another challenge of the process is the overburden of integrated personnel parallel to increased demand on the clientele side. The integrated people have to pass through various types of training, including training on technical and academic topics, training in behaviour, etc. Human resource management in this situation becomes difficult for the manager staff given the "extremely narrow lines between challenging, encouraging and overstraining" [quote from the in-depth interview]. In addition, KI highlighted several important qualities in terms of management of successful

vocational rehabilitation: empathy, being resentful, having a positive attitude, openness to facets, absence of prejudice, etc.

“...But of course, there are clinical pictures where we are overtaxed, where we have to have information, know a little bit, tools, how to deal with these people in crisis situations, there is a need for training, where Menzihuus then trains our team specifically for certain cases of illness...”

“...So, they are under a lot of time pressure, they have a greater challenge than a normal pen, where they have to train their social behaviour as well as their schooling and professional skills, so the burden on these people is great. And in the end, they have two years to get the person to the point where he or she can still survive in the first labour market afterwards, right? So, they have to start very carefully, but at some point, the pressure has to really increase afterwards. Otherwise, they will not be able to train all the things he has to be able to do in the given time, right...”

“...Between challenging, encouraging and overstraining, the line is extremely narrow, and it is very, very dependent on the individual's personality. And that is where you have to find out what the right dose of the challenge is...”

The situation may also be overwhelming for the permanent staff who have to accept people on the roster. In the context of organizational management, writing deployment plans and their implementation, and training and keeping people busy were also mentioned to be a challenge; letter two, especially in the context of the COVID-19 situation where there were massive cancellations (cancellation of seminars, banquets): “You had a relatively large number of people to employ and train where you had to, but relatively few guests” [quote from the in-depth interview].

“...From an organizational point of view, it is really important to write the deployment plans, to have the people here at the right moment, to have enough of the right careers here, and that's exactly the challenge...”

In contrast to this, KI notes that different tools have been created to optimize work processes where integrated personnel is involved. Among them are training tools for young people who have trouble with arithmetic, checklists for a breakfast buffet with photo-illustrations, allocation of a protected and quiet area for certain people for better work focus and concentration, etc. Some of these tools have been useful for other staff. For example, checklists created especially for integrated personnel

enabled all staff to work very structured way, and the whole company benefited from that.

Regarding relationships between costs and returns regarding vocational rehabilitation, KI mentioned that the Company is compensated for some kind of work, including care work (where average tariffs for care are used). Meanwhile, as KI outlines, quantification of provided care and work performance is a complicated task as they fluctuate over time and precise estimation of inputs and outputs is not feasible. Whether financial support from social security is critical in vocational rehabilitation, KI mentions that it generally depends on integrated people and their clinical picture. Meanwhile, the need for investment, among them training and care, varies across different integration phases. It is critically high at the beginning of integration (accordingly, the tariff becomes comparatively low for this period). At the end of an apprenticeship, a person generally works independently (to be able to do that in the labour market outside); accordingly, supervision efforts become relatively small, and the performance share of the person is relatively high. In the long-term run, those fluctuations are balanced away.

“...There are people who have certain phases where they need a lot of care. And then they have periods when they need less care, but maybe another person more or something, right? It is almost impossible to quantify the amount of care you provide... On the other hand, it is almost impossible to quantify the work performance...”

The company received consistently positive reactions from outside regarding its social commitment. According to KI, generally, this is because the quality of services is ensured thanks to training in all departments, and the guests' experience is mainly positive. On the other hand, KI mentions that thanks to vocational rehabilitation, “enough hands and feet” is available to complete assignments, and the hotel is relatively relaxed compared to other seminar hotels. In general, the hotel has a positive basic attitude and mood, which the guests appreciate.

“...And I think that's what the guests experience, and what they also experience is that our hotel is relatively relaxed compared to other seminar hotels, where everyone is focused on business and profitability or something, where there are not enough hands and feet available to do the work or where there are fewer hands and feet available than us, we are just a bit more relaxed, and the way we communicate with each other is very benevolent and constructive...”

The areas impacted by vocational rehabilitation include ethical areas, company culture, personal recruitment, personnel structure, and local economy.

Regarding management processes, KI mentions that two factors are important: economic success and integration success. On the one hand, the company should work economically. On the other hand, people's integration possibilities should be duly considered. As for the business process, according to KI, they have become more standardized and systematic compared to a conventional company. Support processes are impacted in terms of staff's continual need for capacity development. The structure is also influenced by its capacity to support integrated staff. Strategy is impacted as there is an influence on communication, and there is a need to communicate additional benefits to the guests.

“...culture, which is very strongly influenced by social commitment. In the way we deal with each other, in our values, in our appreciative attitude and so on ...”

Permanent employees are impacted in several aspects: they are trained to deal with certain clinical pictures to ensure successful cooperation, learn how to deal with deviant behaviour, and pass-through technical training, during which they learn how to train the apprentices. According to KI, vocational rehabilitation has additional implications for the HR sector, as the company has less trouble finding qualified staff than other catering businesses. According to KI, employees “understand the added value in our work when you work for us where other businesses don't” [quote from the in-depth interview].

“...cook is not simply finished when he has learned to cook, but we also see that he develops further in his job, he must also train the apprentices in his area, so he must also be at least professionally assured and know what is going on in his professional development at the moment, so, on the one hand, we develop them in social behaviour, but also professionally, which is important for our company...”

“...we have a little less trouble finding qualified staff than other catering businesses because we simply understand the added value in our work when you work for us where other businesses do not, right? So, it is simply more than working for wages. Yes, the wage is important, but there is simply an additional value in work. Our employees understand this and then perhaps recruit other people or something, or there are spontaneous applications from people who say, “I think what you do is great and so on. Do you have a vacancy...”

As the Company trains personnel according to its demand in the first labour market, optimization and digitalization in the company become necessary as it enables the transfer of integrated people with up-to-date knowledge and skills required in the labour market. Meanwhile, optimization and digitalization mean less opportunity for the Company to occupy people with the tasks they have been working up to. Accordingly, there are two contradictory tendencies: on the one hand, the company need to optimize and digitalize process to be able to provide its trainees with up-to-date skills and knowledge; on the other hand, optimization and digitalization shrink the space of specializations integrated people can be trained to be competitive in the first labour market. Meanwhile, as KI mentions, optimization and digitalization are currently happening in other competitor companies, and the company should follow this tendency.

“...we have to train our people so that they can do what they need in the first labour market. If we train things that are not in demand in the labour market because they are already automated or digitalized, it is of no use...”

According to KI, vocational rehabilitation has a particularly positive effect on investors as it is easier for the company to attract investors than conventional businesses. KI mentions a particular example of when attracting money from a bank became possible regarding a company’s social commitment. As KI mentions, public media is always interested in such topics, and generally, the company has “a great deal of goodwill in public”. Suppliers are not significantly affected. The company finds suppliers just as easily or just as difficult as a conventional company. The other similar business generally is in good price-performance ratio, while the cooperative form of business gives particular advantages.

“...Particularly in the case of special banks, for example, we are now working with the Alternative Bank Switzerland, where it would not be possible without the social commitment, then we would not have received any money from them...”

The other implication of vocational rehabilitation in a broader context includes its positive impact on local development (regular usage of public transport in a remote area, local shops, etc.), cultural life and ecology.

“...our employees, about fifty clients and about 50 employees in total, partly come to work with public transport, which entitles them to invest in public transport again or at least to maintain the line and so on, right? We are

certainly an important employer on the mountain, so this is the contribution we make to the community, isn't it?...”

Summary: A summary of the influences and effects of vocational rehabilitation in Seminarhotel Lihn Gen. is shown in Table 16.

Table 16 Summary case study Seminarhotel Lihn Gen.

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Own employees and external persons - A long tradition in vocational rehabilitation - Vocational apprenticeships for people with birth disabilities
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Important part of the corporate purpose - Differentiated sustainability goals - Certified sustainability
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - CSR commitment is not communicated proactively to the outside world, but the environmental sustainability aspects are. - No distinction between employees and persons to be rehabilitated - Very high effort at the beginning, less effort and more return throughout the rehabilitation process. - Clinical aspects have to be taken into account, which increases the coordination effort in complex clinical pictures. - Leadership skills are necessary, often a fine line between under- and overstraining - Overall, vocational rehabilitation has a positive impact on the company and the employees - Positive influence on corporate culture and on stakeholders

Source: Own presentation

The Seminarhotel Lihn Gen. case study shows that companies can use CSR and sustainability strategies for product differentiation. The company is particularly involved in the vocational training of people with birth disabilities. However, the impact and challenges seem to be the same as in the vocational rehabilitation of people who have had an accident or become ill.

4.2.1.7 Case study report RH Ladenbaumanagement GmbH

Company Profile and Experience of Vocational rehabilitation: The company is active in the service, retail trade and building industry. It was founded in 2012. Currently, five employees are working at the company. The company has experience with the vocational rehabilitation of its employees. Currently, there is only one vocational rehabilitation programme accompanied by the Company. However, the company's founder and CEO indicated her broad experience during her professional life with different integration programs, among them, working with an apprentice with a learning disability, an employee with alcohol addiction, etc.

The company does not use vocational integration to recruit staff, which is primarily linked to the company's size. After the current integration program is completed, another person will be allowed to be integrated into the company.

Social responsibility and sustainability strategy: The company does not have a written sustainability strategy: as KI describes, “we are too small for that ... But for us, it [added: integration] is a big commitment. The company's primary motivation to be engaged in professional nitrated is based on a personal commitment for the founder and CEO of the company – “the motivation is, of course, to help people develop.”

“...No, we have not [added: sustainability strategy], but we have a great commitment where we want to put our efforts, especially with Mr. --. Values are created for people. And value that they are not just standing out there on the tracks somewhere. I do not need a strategy or anything for that. ...”

Key effect and implications of vocational rehabilitation: The Company does not intentionally communicate its social commitment; however, it is open to providing information upon need: “we don't advertise it, so it's more of a personal contact”. The company is not trying to make its involvement in the vocational rehabilitation program a tool for marketing or advertising.

“...Yes, I wrote that down. If there are any discrepancies or questions about Mr. -- we will answer them, but we will not ring the big bell and say that we have someone who is disabled or disabled and so on, but only from that moment when someone asks me, “Is he not feeling well?. ...”

Vocational integration or the employment of people with disabilities is mentioned to be a decisive part of corporate social responsibility, and an important aspect for the company is to ensure that “the disabled feel fully-fledged and can also stand up in front and say, “I'm doing something valuable for the company.”

“I always say that the door is open. What I cannot do I cannot force him to walk through the door, but I can encourage him to walk through it. And that is actually the rehabilitation, where I see where one can offer.”

The KI considers the estimation of costs and benefits for vocational rehabilitation irrelevant, highlighting the importance of social commitment over economic benefits. Meanwhile, KI emphasizes that investments and returns are to be evaluated for the entire team. The important factor is whether a team can reach particular results rather

than an individual. As we can judge, an integrated person is perceived as an inseparable part of the company team.

“...Have we now had a lot of effort and no return? Yes, we are a (team of four?), aren't we? So, either the team brings it together, or? And that is not the only person, and in any case, not someone who is struggling. So, the team has to operate as a team, and then we have a return... That is important to me to say that you can only compare effort and yield over a team if the person is integrated there. Then you can talk about effort and profit.... there is no expenditure for a person, from my point of view...”

The interaction implications are not significant. As KI mentioned, “we don't want to make a big deal of it - we don't advertise it, we don't want to show people, we don't want to put it in the shop window”. Therefore, there remains a small room for the company to receive feedback from the society. Meanwhile, the feedback from the customers was mainly positive. As a challenge in vocational rehabilitation, the KI mentioned the motivation of the integrated person and the management of his / her performance over time.

“The person concerned... has direct customer contact, so without him going through me, yes, and good. They appreciated him, so that is gone. And the reaction from the customers has been excellent.

“So, what has been the special challenge with him has been to motivate him... you can't interrupt the process and say, “Do it quickly,” that is not possible, is it?”

As KI mentions, workplace integration in the team is very important, requiring special management to escape burnout or overwhelm the integrated person. In addition, integration in the company brings particular implications for developed strategy, adapted structure and culture. A developed and adapted strategy, structure and culture are needed to integrate successfully. When deciding on being involved in vocational rehabilitation, the employer should ensure those factors are in place, which in turn presume particular effort towards company development.

“...we do not have a strategy for disabled people, but we will do it when we have it, right... where people are employed, the more structures are probably needed, and above all, besides the strategy, where the company has it, it needs culture...”

Overall, the KI describes the companies' experience with vocational rehabilitation to be successful. KI brings a particular example of implementing a project during which the investment of an integrated person was important, which also led to special benefits, among them optimizations of the orders.

“...And that is, and we are actually together proud of the fact that he has managed to work with these people continuously and he is also popular outside, so “Where is the Mr. --l? The question automatically still comes up, doesn't it? And that's, that's quite good?...”

Summary: A summary of the influences and effects of vocational rehabilitation in RH Ladenbaumanagement GmbH is shown in Table 17.

Table 17 Summary case study RH Ladenbaumanagement GmbH

Complex of topics	Content
Experience in Vocational rehabilitation	<ul style="list-style-type: none"> - Own employees - External persons - Vocational training for people with birth disabilities - Vocational rehabilitation is deliberately not a recruitment tool, but regular involvement in the rehabilitation of various people
Social responsibility and sustainability strategy	<ul style="list-style-type: none"> - Informal strategy, but continuous engagement is a key priority - Key driver: CEO
Key effects and implications of vocational rehabilitation	<ul style="list-style-type: none"> - No proactive communication of commitment - ROI is not relevant concerning vocational rehabilitation but needs to be looked at by the whole team - Structures, processes, and culture are important for vocational rehabilitation (interactions and consequently further development of the company) - Positive feedback and recognition from stakeholders, especially clients

Source: Own presentation

The case study of RH Ladenbaumanagement GmbH shows a small company that deliberately does not employ external persons who have undergone vocational rehabilitation in the company but regularly supports persons in vocational rehabilitation. The demands on a company to successfully carry out vocational rehabilitation are considered rather high, yet vocational rehabilitation makes a qualitatively positive contribution to the company's further development.

4.2.2 Conducting the cross-case analysis

The cross-case analysis is based on selecting multiple cases in a single study. The cross-case analysis procedure aims to analyse data across the cases. In this process, a synthesis of the case studies is created, which generalises the findings.⁶⁰⁹

The individual case studies were presented in the previous part (within-case analysis). At the same time, the data collected in the interviews were summarised and structured through the case study reports. Based on this preparation, the cross-case analysis is carried out in this section.⁶¹⁰ In addition to the within-case analysis of the individual case studies, the cross-case search for the same patterns of action is of great importance for the research progress.⁶¹¹ In the cross-case study analysis, a synthesis of the findings from the individual case studies is developed. The synthesis and systematisation of the findings from the case studies are structured along the dimensions of the St. Gallen Management Model as well as additional, prominent themes arising from the case studies, such as challenges and motivation, expenditure and returns, and long-term success through sustainability strategies.

4.2.2.1 The systematisation of the Processes

In general, vocational rehabilitation in the companies impacted the management processes of the companies, and different types of implications in this area have been mentioned by KIs quite frequently. KIs highlighted that the implementation of successful vocational rehabilitation requires stronger leadership skills, planning and close supervision. Business Processes are impacted less though KIs have outlined some implications during the in-depth interviews, including the application of controlling processes to assure the quality of the products and services provided to the customers. For this purpose, companies apply special measures, such as automating situations to eliminate errors, applying a “four-eye principle”, developing detailed guidance and illustrations, etc. As for the support processes, the implications include providing in-house training and supervision to the integrated people and keeping detailed employee documentation and HR procedures. KIs also agreed that a certain amount of extra work is needed for vocational rehabilitation, “a little more clarification, structures, processes to be adapted”, and HR procedure is more extensive. In some cases, the employers mentioned that they had been forced to pass through complicated procedures during the vocational rehabilitation, e.g., payment of salaries, not receiving doctors' certificates, insurance payments, etc., which impacted HR procedures with the additional burden.

⁶⁰⁹ cf. Yin, 2013, p. 143-144; Eisenhardt, 1989, pp. 540 et seq.

⁶¹⁰ cf. Yin, 2013, p. 143-144; Eisenhardt, 1989, pp. 540 et seq.

⁶¹¹ cf. Yin, 2013, p. 183; Eisenhardt, 1989, p. 534.

“...Yes, there are above all, I will say now, higher demands on superiors; you have to be aware that you cannot set the same level of performance...”
AVT Verpatec GmbH, Manager and owner of the company

“...From an organizational point of view, there is, of course, a certain amount of extra work where we ... Yes, where we certainly need a little more clarification, structures and so on. But not now on an elementary scale, but certainly a few processes where you have to adapt, yes. Or simply in HR, so you know, the clarification of where you have to meet or something like that is a bit more extensive than, let's say, with an employee, where the normal HR way would go.”

RPM Informatik GmbH, CEO of the Company

“...we employed him on a permanent basis after his integration, and then he got worse and worse afterwards, and in the end, we just went for it, and we didn't get a doctor's certificate, so we put a few thousand francs on top of that, he also didn't want to pay his daily sickness benefits insurance without a doctor's certificate, he was a great guy, and I don't want to complain about him as a person, but so psychologically through various cases, and you have to say that things like that can push you to your limits, even in a small company.”

RPM Informatik GmbH, CEO of the Company

4.2.2.2 The systematisation of the Structuring factors

As the analysis shows, as a rule, social aspects are not formalized or institutionalized in SMEs in terms of defined and written social sustainability strategies or corporate social responsibilities, which are partly conditioned by the small size of the companies. However, the companies pursue certain social sustainability goals, which reveal themselves through the owners', managers' or CEOs' commitment and conscience. In this sense, the commitment is generally more person-dependent. Meanwhile, it is also observable that the SMEs mainly acknowledge the importance of sustainability strategies and the need for their adaptation if there is a decision to engage in vocational rehabilitation.

“...The commitment is more implicit and depends on the person how the sense of justice or the social vein is developed...”

Smartpedia GmbH, CEO of the Company

“...No, I would say that we have never had the social aspect, which is not very well defined in SMEs. I have never seen any social aspect taken into

account, but rather the conscience of the owner or the person responsible, whether it is a manager or an owner. If he or she has a social streak and is in favour of this, it has been taken into account...”

Smartpedia GmbH, CEO of the Company

“...why companies are so afraid of shitstorms and so on because that's damage where there's no stopping it, and that's why I believe that strategy is decisive...”

NW GmbH, Founder and owner of the Company

On the other hand, vocational rehabilitation has certain implications for the structures of the companies. On the one hand, KIs mention that relevantly consolidated structures should be in place in the company to carry out successful integration. On the other hand, certain structures are adjusted in line with integration (e.g., the introduction of control structures, personnel to support integrated staff, modification in the physical environment of the offices, etc.). In general, the not integrated staff is perceived as a “driving force”, while integrated personnel are perceived as “supporting” staff or “helpers”. Some employers mentioned that a “good balance” between integrated people and permanent staff should be maintained to ensure the proper operation of the organizations. In some cases, the employers highlighted that they have “certain limits” to integration. Otherwise, the system will not work.

“...We need a driving force, people who are qualified to pull, where to pull, and then we can have others who, I would say, are not on the same level as us, but who can help, right? But this must always be in good balance. Otherwise, the whole thing will not work...”

AVT Verpatec GmbH, Manager and owner of the company

“...we have also noticed that we can only integrate a certain percentage of such people. If it is overloaded, the system no longer works ...this could be implemented to a certain extent in the company, but also, like normal social commitment, only to a limited extent, right...”

AVT Verpatec GmbH, Manager and owner of the company

The capacity of the company to engage integrated personnel is primarily linked to the size of the company. As KIs suggest, it could be better implemented in larger companies conditioned to the following two factors: the large companies have the relevant infrastructure to serve integrated people (strategic departments, social workers, etc.), and large companies can take the risk as it is not substantial concerning company size while it is risky for SMEs.

“...And I believe that the bigger the company, the better you can offer it because you have your own strategic department where you can support them, right? And with us, we are finished. No separate department; I am the girl for everything...”

RH Ladenbaummanagement GmbH, Founder and CEO of the company

According to KI, as a rule, vocational rehabilitation positively impacts the company's culture in the sense that it is adapted, corrected, and developed. As one of the KIs suggests, vocational rehabilitation needs a “mature culture” in the company, bringing positive changes in people’s mindsets and company culture. It is described as enriching the company’s culture, which makes the business life more “colourful”.

“...On the other hand, it also has an effect on the culture, in the sense that you can, of course, adapt a culture, right? Based on the experience and the effects, you can, of course, make corrections to the corporate culture and adjust it accordingly ...”

AVT Verpatec GmbH, Manager and owner of the company

“...It needs a mature culture. It needs a culture where people are good at dealing with change. And it needs a culture where I say the issues, wherever they need to be clarified, such as affiliation, intimacy, and the balance of power, where they are clarified as usual. And, of course, I would say that there is a tendency towards a social, honest, and open, transparent culture....”

NW GmbH, Founder and owner of the Company

4.2.2.3 The systematisation of the Modes of Development

In general, as can be seen, the development modes of the companies, among the renewal and optimization aspects, are not significantly impacted by vocational rehabilitation. However, the KIs highlight that engagement in vocational rehabilitation already brings certain types of development for their companies. For some companies, certain types of optimizations in the management processes have been primarily linked to vocational rehabilitation (further standardization of processes, the introduction of guidance, etc.), which positively impacted the entire company. Meanwhile, as the KIs highlighted, there is a reverse tendency because fast-growing digitalization and optimization processes in companies impact vocational rehabilitation in general.

“...now in this time of general digitalisation, where progress is enormously fast, also in our field of course, what else should we automate and digitalise,

with the risk that we might not be able to occupy people anymore with these tasks where they have been up to now, which tasks can be given to them, which skills do we have to train so that they can really offer something on the first labour market, after all...”

Seminarhotel Lihn Gen., Manager of the Hotel

“...I think that digitization can, of course, almost counteract reintegration processes because low-threshold jobs are sometimes lost more through digitization, but in our case, we had not planned anything like this, yes, or that it could somehow create jobs like this...”

RPM Informatik GmbH, CEO of the Company

4.2.2.4 The systematisation of the Stakeholders

As the analysis shows, the stakeholders significantly and directly impacted by vocational rehabilitation mainly include companies' employees and customers. The other stakeholders, which include investors, the public, government, suppliers, and competitors, are indirectly and to a limited extent or have not been impacted.

As can be seen, generally, the companies involved in the study are financed and managed by their founders (owner-managed), and as a rule, external investors are not attracted. Accordingly, the estimation of implications of vocational rehabilitation on investors is rather mixed, and there are no certain patterns of implications. If there are external investors, they are less impacted. In one case, the external investors are only provided with information on vocational rehabilitation in the company. In another case, the company representative highlighted that it is easier for them to attract investors and money thanks to their social commitment, which is duly communicated to the investors. Two KIs also supported this idea suggesting that investors may be interested in companies where social aspects are taken into account, or they would like to finance this kind of work independently.

“The other thing is information from employees, team colleagues, that's not such a challenge in the sense of not having so many employees in my company, so there's somebody else who takes over certain tasks, that's actually one of those things...”

Hämmerli Technik GmbH, CEO of the Company

As can be seen, there are two clear communication patterns with the stakeholders: ad hoc and intentional communication. Several employers highlighted that they do not communicate their commitment intentionally. However, they are open to providing explanations and clarifications if the situation requires that. The others mentioned that they pay special attention to communication, particularly the internal one, and

communication is perceived as an important aspect of vocational rehabilitation processes.

Overall, the KIs positively described the implications of vocational rehabilitation, with the customers mentioning that customers were “reacting with understanding” and “encouraging” and provided positive feedback. In some cases, the integrated people did not have direct customer contact, and there were no direct implications for the consumers. Meanwhile, KIs noticed that company’s social commitment could be positively perceived among customers. In some cases, they are also ready to pay a higher price for the products or services created by the company with strong social commitment. However, the opposite opinion is also expressed: although consumers may positively perceive social commitment, it is not the decisive factor when making consumer decisions.

Employees are another group of stakeholders who are directly impacted by vocational rehabilitation. Generally, KIs highlight the importance of proper internal communication within the team, which is more important than external communication. According to KIs, the team members should be provided with relevant and in-time information that is key to vocational rehabilitation success. KIs also highlighted several positive implications of vocational rehabilitation with the employees: increased social competencies among managers, leads and employees, developed culture in the company, a sense of belonging and identity among the employees, etc.

“...inform the people correctly, inform them in advance, person XY comes, he has them and them and that, he will have time off, that everybody knows, and it is plain text, isn't it? Because if that is not so well communicated and someone is away for half a day, then you think he'll get his pay and, and, and, and, and then there's a structural problem...”

Smartpedia GmbH, CEO of the Company

“...It is clear that we do, of course, work with our employees on the topics where I said that you learn to deal with certain clinical pictures, that you understand better how to take such a person so that the cooperation is successful, isn't it? Of course, they learn a kind of agogic behaviour, besides the professional, where they have to bring along to do their job well here...”

Seminarhotel Lihn Gen., Manager of the Hotel

“...inside the company, difficult, usually little reaction. So, I have the feeling that people all think it is good. They think people are good. I have never received any critical remarks, but I cannot check it out like that... Well, we have open communication, and you can always criticize something. It's done,

but it has never been asked explicitly, “What do you think about us doing the engagement?...”

RPM Informatik GmbH, CEO of the Company

Overall, as KIs mentioned, feedback received public and media are positive and welcoming, and implications are quite similar to those of customers. Public, media, and NGOs can be used for marketing and to attract new investments. Meanwhile, KIs mention that the public is not very well aware of this process, and low-level awareness remains an “issue for company managers or owners” [quote: Hämmerli Technik GmbH].

“...The public, media, NGOs, just, it can be used a little bit as marketing, in the sense of a little ROI from the investments, that you try a little bit, do good and talk about it, can surely be an aspect where you can say, if I already do something, then I can use it a little bit. ...”

RPM Informatik GmbH, CEO of the Company

“...But that's actually a bit of an issue for company managers or owners; it's perhaps not so well known in public... we have to make the public aware of it first and say, apart from the fact that it is a cool thing, every case where it comes back saves us so and so much money, relieves us, taxpayers...”

Hämmerli Technik GmbH, CEO of the Company

As for the Government, the KIs of several companies suggest introducing mechanisms that will enable the Federal Government to consider whether the companies apply any social sustainability strategy during their participation in public tenders. This aspect may be included in the evaluation procedures.

“...Of course, the product, in the end, the conditions, they have to be within a certain framework, that is logical, but that you take it into account and say, yes, I think they are doing a good job, and we should support that and take it into account, in that style...”

AVT Verpatec GmbH, Manager and owner of the company

“... I would like the state to provide a little incentive, not financially, but otherwise, I would like the state to appreciate it a little more, or yes, the state to somehow act like ... As I said before, the AHV (pension fund) bonus-malus, if people are socially committed so that this is somehow rewarded, is actually achieved with the integration into the IV (disability insurance) system. We do

not have a lot of investors, so there is still a part of it that the majority of our company is owner-managed, so we don't have much of an implication there...”
RPM Informatik GmbH, CEO of the Company

As the analysis shows, suppliers and competitors are less impacted. The practice of vocational rehabilitation may encourage supplier companies, and they can adopt similar strategies. Meanwhile, a positive image of the company with strong social commitment will make collaboration with other companies easier. As for the competitors, no special patterns of implication have been identified.

“...When you say, ‘Hey, we take these things into account. The way you tell and say about possible partnerships with companies, mentioning things like that, that's already the case. Explicitly, that some company will record this or something, not, but if it comes down to it, address it, the social aspect has plus points, right?...”

Smartpedia GmbH, CEO of the Company

“...Competition, I think, is not necessarily an implication of how you deal with the competition, especially since I don't know how they integrate or what the difference is...”

RPM Informatik GmbH, CEO of the Company

4.2.2.5 The systematisation of the Interaction issues

As several KIs mentioned, vocational rehabilitation requires resources. Among them, the time has been mentioned to be the critical one. First, the employer invests his/her time, especially at the beginning of the integration process. In case of integration is not carried out properly (e.g., “in the end, you realize that you don't have the adequate person”), the time investment is lost. Resources are also affected in terms of the increased need for leaders' support and assistance and support by employees.

The analysis shows the implications of vocational rehabilitation in terms of norms and values in the company are mainly positive, revealing themselves in a long-term perspective. The company receives its authenticity as a company with strong social commitment and responsibility towards its employees. Certain norms and values become essential, such as relationships within the team, sense of belonging, loyalty, attitude to work, trust, etc. The company creates additional value, which increases the company's reputation and public approval.

“Norms and values are not a problem because it is precisely because of these integration measures that people tend to be very cautious, reserved, and don't go out of their way to screw themselves. They do not elbow it out like other

employees, where newcomers come in, they want to show themselves and all that, they don't really want that, they just want to have a secure job, don't they?"

Smartpedia GmbH, CEO of the Company

"...So, it is simply more than working for wages. Yes, the wage is important, but there is simply an additional value in work. Our employees understand this and then perhaps recruit other people or something, or there are spontaneous applications from people who say, 'I think what you do is great,' and so on. 'Do you have a vacancy?' Or something like that, that usually happens a bit less in an ordinary company than it does here, so it has an impact on staff recruitment and on a fluctuation."

Seminarhotel Lihn Gen., Manager of the Hotel

"I believe that the loyalty of such a person to the employer is higher in principle, but there is, of course, a risk that the illness, where it exists, will break out again somewhere. And that ultimately has an impact on the willingness to perform, doesn't it? But were simply related to the illness of this person and not to the attitude towards work."

Seminarhotel Lihn Gen., Manager of the Hotel

4.2.2.6 The systematisation of the Environment

As can be seen from the interviews, the integration processes impact the company's environment more concerning society and economy and less or no impact concerning nature and technology. In a broad sense, vocational rehabilitation changes social competencies in terms of recognition of disability, which traditionally is perceived as a physically-visible phenomenon but can also be not visible – mentally. With regard to integration, those people are also integrated into society. Society is impacted as “people are talking more about this today” [quote from in-depth interview, The Seminarhotel Lihn]. Vocational rehabilitation is perceived as a process which brings society's attention to the issues of people with disabilities. Otherwise, “it's a fringe group where you only notice when you're interested” [quote from in-depth interview, The Seminarhotel Lihn]. In a broad sense for society, vocational rehabilitation is certainly a good omen and perceptions and attitudes towards the disabled change accordingly.

"...In society, no one has to notice that a person is disabled unless it is visually visible; that person can be mentally disabled; he has to be integrated into society, full stop, end, right? Whatever he looks like and whatever he has."

Seminarhotel Lihn Gen., Manager of the Hotel

“...I think it could have an influence on society so that people might become aware that the state is not always the bad guy wherever there is trouble, but that the state can also be an institution that offers help or that Switzerland looks after its people, to put it simply. That could be an influence...”

Hämmerli Technik GmbH, CEO of the Company

The economy benefits from vocational rehabilitation as “not integrated people end up costing the economy more than if they tried to make them part of society” [quote from in-depth interview, RPM Informatik GmbH]. Meanwhile, SMEs agree that in terms of integration, large companies should have more involvement and integrate more people, given their capacities and available resources.

“...It is sustainable if people are integrated and not simply excluded; it always makes more sense in the long term, and therefore also makes more sense for the economy...”

RPM Informatik GmbH, CEO of the Company

“...Economy, it is only as good as the people can contribute. If people are out of work, become social cases and are put somewhere, the economy gets a problem with financing these people, so we employ them, right...”

Hämmerli Technik GmbH, CEO of the Company

“...And now I say a Migros and Coop and what they're all called, where one hundred thousand people are employed, they can also, sorry, ten disabled people, that's still very little, but it doesn't matter, they can do it, and in part, they also put it on the flag...”

RH Ladenbaumanagement GmbH, Founder and CEO of the company

Regarding technology, the vector is the opposite: vocational rehabilitation is more impacted by technology than vice-versa. If needed, technologies are adapted to the person's requirements with special needs. However, this happens to a small extent. Due to technological development, certain jobs will disappear. Meanwhile, jobs will be made more flexible, where machines will replace difficult and repetitive tasks. This will impact vocational rehabilitation processes where certain jobs will not be available anymore while there will be more pressure from society to expand the level of integration. As for nature, the implications are minimal, or there are no implications.

“...Depends on how much pressure there is from society. At the moment, society is feeling the pressure for a sustainable economy, and I personally am

convinced that this pressure will increase even more - for example, with digitization and automation. But certain people will fall out of the labour market, and then the pressure might even increase if you have more and more people who are not compatible. What do you do with them in the end?..."

Seminarhotel Lihn Gen., Manager of the Hotel

"If I, technology is to be adapted to the requirements of the person concerned, which is what we do with a perfectly healthy person ..."

RH Ladenbaumanagement GmbH, Founder and CEO of the company

4.2.2.7 The systematisation of the Challenges and motivation

Overall, the KI have mentioned several challenges to implementing vocational rehabilitation in their companies. As a rule, the employers highlight that they face challenges, especially at the beginning of external vocational rehabilitation when they need to know the person, train, and ensure his / her smooth integration into the working process. Among the challenges, KIs talked about planning, management of interrelations and job division, the need for close leadership and supervision of the integration and time expenditure. Dealing with the clinical picture and maintaining an adequate working load for the integrated person are also mentioned as another type of challenge that needs additional effort and skills from the managers.

As a rule, it is observable that the main motivating factor for the employers to be engaged in vocational rehabilitation processes was based on their commitment – to have a social contribution to the economy, “give people a chance”, and “help people develop”, etc. On the other hand, employers also mentioned some “cultural” and “management” factors of their commitment, including the opportunity to involve valuable and loyal personnel, a win-win situation for both sides, the opportunity to involve new people, etc.

4.2.2.8 The systematisation of the Expenditure and returns

Overall, the relationship between efforts and returns on investment for vocational rehabilitation is assessed negatively or somehow equal to social benefit support. The KIs mention that efforts and returns are not stable and vary significantly over time; efforts are relatively high at the beginning of integration and stay significantly dependent on the performance and clinical picture of the integrated person. The employers' highlight that vocational rehabilitation requires certain types of effort, time investments, extra work, extra management efforts, etc. However, employers notice that there are certain positive implications concerning vocational rehabilitation, which reveal themselves in a long-term perspective, and many refer to the cultural values and norms of the company; as a rule, employers describe their

experience with vocational rehabilitation to be beneficial despite required investments and time spending. Regarding investment-return balance, vocational rehabilitation is considered positive if the integration processes are long-term and long-term support and solutions are in place.

“I believe that if you do it well, you benefit. And not immediately, but only after a while...”

NW GmbH, Horgen, Founder and owner of the Company

“...Now with apprentices is also, the time is very short, two years, in the beginning, the effort is very, very great, is the tariff actually too low, towards the end of the apprenticeship period he must then also be able to work independently because he simply has to be able to do that in the labour market outside, supervision effort is again relatively small, the performance share of this person is relatively high, and so there is a cut afterwards, which hopefully works out...”

Seminarhotel Lihn Gen., Manager of the Hotel

“It is certainly not easy to convince everybody, to convince all companies, because it is connected with effort, that's clear, but I also see it as a chance for people to get external opinions, where they could be considered, whether it brings added value or not, is then left open, but I see it as a possibility for both sides.”

Smartpedia GmbH, CEO of the Company

Another perspective of employers is escaping the evaluation of the success of professional integration in terms of investments and returns, as an important aspect here is social commitment.

“...there is no relationship between expenditure and income. Income comes in 14th place somewhere. Expenditure is perhaps in fifth place. It is people that are important, not effort, income ... They contribute to the economic success of all of us together, and that is the most important thing for me...”

RH Ladenbaumanagement GmbH, Founder and CEO of the company

Generally, SME representatives mentioned that social security system benefits are important for successfully implementing vocational rehabilitation. This is conditioned by the fact that the balance between the costs and income is maintained and minimizes the financial risks the companies take when making decisions to engage integrated personnel. Accordingly, social security system benefits are

perceived as a “balancing” factor crucial for companies. Employers also suggest the introduction of long-term solutions, which may ensure the further continuation of integration.

4.2.2.9 The systematisation of Long-term success through CSR strategies

In this section of the analysis, the KIs have been asked to provide their opinion on whether they think the long-term success of Swiss companies will depend largely on sustainability strategies or strategies based on corporate social responsibility. Based on received feedback, two general directions of perceptions are distinguished, which might be generalized into two perspectives: “economic-dominant” and “social-dominant”.

Under the companies' first perspective, the success of the companies is perceived mainly in terms of their economic performance, and social area is subordinated to economic performance. Integration can be continued until companies' economic performance is not suffering and integration is justified economically. Under this perspective, sustainability strategy, or strategy based on corporate social responsibility, is perceived as a separate and opposite vector of business performance. Companies can afford it as long as business performance is not failing. This perspective is justified because the performance of integrated personnel is not at the same level, and “the one who comes from integration, you cannot expect much from him” [quote: Smartpedia GmbH]. Integration strategies may be well-perceived by the federal government, customers, or other stakeholders, “in the economy, price and quality are decisive” [quote: Smartpedia GmbH].

“...that is separated, that has to be separated ... There is, of course, economic pressure to succeed, we have to survive, we have to be economical, that is one thing, and the other is the social area. We are still trying to integrate that...”

AVT Verpatec GmbH, Manager and owner of the company

“...I do not think that it is crucial for the success of a company whether a social aspect is taken into account or whether reintegration is carried out or not. I simply say that you have to support your fellow human beings who need effective support, for the time being, if the company can tolerate it, but that it is a necessity ... It is necessary for our society, but not for the companies...”

Smartpedia GmbH, CEO of the Company

To support this perspective, KIs also highlight the idea that, in general, customers do not give preference to the products or services depending on whether they have been created or provided with the involvement of integrated personnel, in some cases, “because people don't know that there is someone behind it...” [quote: Hämmerli

Technik GmbH]. Here again, the price and quality of the products and services are decisive for the customers.

*“...the customer doesn't really give a sh**, to put it bluntly, whether my Amazon package is now being packed by someone who has a disability or whether it's some low-wage earner somewhere, but I just want it, that's it...”*

Hämmerli Technik GmbH, CEO of the Company

According to the social-dominant perspective, the long-term success of swiss companies depends on sustainability strategies. As KIs introduce, on the one hand, in current reality, social responsibility or sustainability strategies are actual agendas, and there is a certain pressure from society. Accordingly, companies are required to comply with these societal preferences. On the other hand, according to KIs, in parallel to digitization and automation, local homemade production will be in demand as a countertrend to these tendencies. In this context, engagement of integrated personnel will be justified as the customers will give preference to the products and services for which “value is higher”. Here price stops being a decisive factor for the customers, and the image and social contribution of the companies become substantial factors for consumer decisions.

“...I think that the sustainability and the behaviour of us that this contributes significantly to our success because if I have a clean and good image in the end, then that has an impact on my success...”

NW GmbH, Founder and owner of the Company

“...There will be products where the price is really the main argument, and there will continue to be products where the price is the main argument, and then there will be products where the value is higher for the consumer and where the consumer is prepared to pay a higher price for them...”

Seminarhotel Lihn Gen., Manager of the Hotel

“...Of course, it depends very much on the extent to which society, how shall I put it, gets involved in this and what the values of this society are. If someone says, “Yes, I support the company, I'm going to buy the products from the company now because they do something good”...”

RPM Informatik GmbH, CEO of the Company

4.2.3 Interim conclusion

The findings from the cross-case analysis of the case studies on the business impacts and potentials for vocational rehabilitation were generalised and assigned to the elements of the St. Gallen Management Model (see Table 18):

Table 18 Impact analysis of the case studies using the SGMM

Categories of the SGMM	Impact and potential
Processes	
Management Processes	<ul style="list-style-type: none"> - Stronger leadership skills - More planning needed - Close supervision - Relationship between costs (effort in management, planning, supervision) and income (subsidies and incentives from insurance providers, work performance) is at least neutral
Business Processes	<ul style="list-style-type: none"> - Business processes are impacted less - Application of controlling processes to assure the quality of the products and services provided to the customers - Automating situations to eliminate errors (apply a “four-eye principle”, developing detailed guidance and illustrations, etc.)
Support Processes	<ul style="list-style-type: none"> - The HR procedure is more extensive (more detailed and extensive employee documentation) - Need for more clarity; structures and processes need to be adapted - Provision of in-house training and supervision for concerned persons - Coordination and cooperation with insurance companies can sometimes be difficult, impacting HR procedures with the additional burden (complicated procedures during the vocational rehabilitation, e.g., payment of salaries, not receiving doctors' certificates, insurance payments, etc.).
Structuring forces	
Strategy	<ul style="list-style-type: none"> - Social aspects are not formalized or institutionalized in SMEs regarding defined and written social sustainability strategies or corporate social responsibilities. - SMEs pursue certain social sustainability goals, which reveal themselves through the owners', managers' or CEOs' commitment and conscience. - SMEs mainly acknowledge the importance of sustainability strategies and the need for their adaptation if there is a decision to be engaged in vocational rehabilitation.
Structures	<ul style="list-style-type: none"> - Certain implications with the structures of the companies. - To carry out successful integration, relevantly consolidated structures should be in place in the company - Certain structures are adjusted in line with integration (e.g., the introduction of control structures, personnel to support integrated staff, modification in the physical environment of the offices, etc.). - A “good balance” between integrated people and permanent staff should be maintained to ensure the proper operation of the organisation. - The company's capacity to engage integrated personnel is primarily linked to the size of the company.

	<ul style="list-style-type: none"> - Vocational rehabilitation could be better implemented in larger companies due to the following two factors: the large companies have the relevant infrastructure to serve integrated people (strategic departments, social workers, etc.), and large companies can take the risk as it is not substantial concerning company size while it is risky for SMEs.
Culture	<ul style="list-style-type: none"> - Positive impact on the company's culture in the sense that it is adapted, corrected, and developed. - Needs a “mature culture” in the company - Brings positive changes in people's mindset and the company's culture. It enriches the company's culture, making the business life more “colourful”.
Modes of development	
Optimisation / Renewal	<ul style="list-style-type: none"> - Not significantly impacted by vocational rehabilitation. - Engagement in vocational rehabilitation already brings certain types of development for their companies. - Certain types of optimizations in the management processes have taken place (further standardization of processes, the introduction of guidance, etc.), which positively impacted the entire company. - Meanwhile, there is a reverse tendency as a result of which fast-growing digitalization and optimization processes in the companies impact vocational rehabilitation in general (Increasing lack of simple work or work content for sheltered workplaces).
Stakeholders	
Investors	<ul style="list-style-type: none"> - Impacted somehow indirectly and to a limited extent or have not been impacted at all: there are no certain patterns of implications. SMEs financed and managed by their founders (owner-managed) do not need external investors.
Customers	<ul style="list-style-type: none"> - Customers are significantly and directly impacted by vocational rehabilitation. Overall, the implications of vocational rehabilitation for the customers are positive. However, this only seems to apply in the case of direct customer contact. - Employers highlighted that they do not communicate their commitment intentionally. However, they are open to providing explanations and clarifications if the situation requires that. - The company's social commitment can be positively perceived among customers. In some cases, they are also ready to pay a higher price for the products or services created by the company with strong social commitment. - Although the consumers may positively perceive social commitment, it is not the decisive factor when making consumer decisions.
Employees	<ul style="list-style-type: none"> - Employees are significantly and directly impacted by vocational rehabilitation. - Communication is perceived as an important aspect of vocational rehabilitation processes, and they pay special attention to internal communication, which is mentioned to be more important than external communication. - Team members should be provided with relevant and in-time information that is key to vocational rehabilitation success. - There are several positive implications for the employees (increased social competencies among managers, leads and employees, developed culture in the company, sense of belonging and identity among the employees, etc.).

Public, NGOs	<ul style="list-style-type: none"> - Impacted indirectly and to a limited extent or have not been impacted at all. - Received feedback from the public and media is positive and welcoming, and implications are quite similar to customers' cases. - Public, media and NGOs can be used for marketing and to attract new investments. - The public is not very well aware of vocational rehabilitation, and low-level awareness remains an issue for SMEs.
Government	<ul style="list-style-type: none"> - Impacted indirectly and to a limited extent or have not been impacted at all. - As for the Government, several companies suggest introducing mechanisms that will enable the Federal Government to consider whether the companies apply any social sustainability strategy during their participation in public tenders. This aspect may be included in the evaluation procedures.
Suppliers	<ul style="list-style-type: none"> - Suppliers are indirectly and to a limited extent or have not been impacted at all. - Practice vocational rehabilitation may encourage supplier companies, and they can adopt similar strategies. Meanwhile, a positive image of the company with strong social commitment will make collaboration with other companies easier.
Competitors	<ul style="list-style-type: none"> - Impacted indirectly and to a limited extent or have not been impacted at all. - Competitors are less impacted, and no special patterns of implication have been identified.
Interaction issues	
Resources	<ul style="list-style-type: none"> - All the employer invests his/her time, especially at the beginning of integration processes. - In case of integration is not carried out properly, the time investment is lost. - Resources are also affected by the increased need for leaders' support and assistance and support by employees.
Norms and values	<ul style="list-style-type: none"> - Shows the implications of vocational rehabilitation in terms of norms and values in the company are mainly positive, which reveal themselves in a long-term perspective. - The company receives its authenticity as a company with strong social commitment and responsibility towards its employees. Certain norms and values become important (such as relationships within the team, sense of belonging, loyalty, attitude to work, trust, etc.). - The company creates additional value, which increases the company's reputation and public approval.
Concerns and Interests	<ul style="list-style-type: none"> - Pursue certain social sustainability goals. - Positive impact on the culture of the company. - The consumers and public may positively perceive-Social commitment. - Simple coordination and cooperation with involved insurance companies are desired. - As for the Government, mechanisms that will enable the Federal Government to consider whether the companies apply any social sustainability strategy during their participation in public tenders are desired.

Environmental spheres	
Society	<ul style="list-style-type: none"> - In a broad sense, vocational rehabilitation changes social competencies in terms of recognition of disability and the importance of integrating persons with disabilities into society. - Society is impacted as people are talking more about this today. - Vocational rehabilitation is perceived as a process that brings society's attention to the issues of people with disabilities. Otherwise, it is a fringe group that you only notice when interested. - In a broad sense for society, vocational rehabilitation is certainly a good omen and perceptions and attitudes towards the disabled change accordingly.
Nature	<ul style="list-style-type: none"> - As for nature, the implications are minimal, or there are no implications at all.
Technology	<ul style="list-style-type: none"> - In terms of technology, the vector is the opposite: vocational rehabilitation is more impacted by technology than vice-versa. - If needed, technologies are adapted to the person's requirements with special needs. However, this happens to a small extent. - Due to technological development, certain jobs will disappear. - Meanwhile, jobs will be made more flexible where machines will replace difficult and repetitive tasks. This will impact vocational rehabilitation processes where certain jobs will not be available anymore while there will be more pressure from society to expand the level of integration.
Economy	<ul style="list-style-type: none"> - The economy benefits from vocational rehabilitation as not integrated people end up costing the economy more than if they tried to make them part of society. - Meanwhile, SMEs agree that in terms of integration, large companies should have more involvement and integrate more people, given their capacities and available resources.

Source: Own presentation

Some new insights were gained from the case studies. It is noticeable that vocational rehabilitation is understood by SMEs as a central element of corporate social responsibility but is also seen as a potential risk. Especially at the beginning of the process, vocational rehabilitation requires a lot of time from the responsible supervisors and support from employees. The time invested is lost if the rehabilitation process is not or cannot be carried out correctly. The investment can no longer be compensated sufficiently by the person's performance being rehabilitated. For this reason, SMEs are concerned about maintaining a balance between persons to be rehabilitated and employees to ensure the proper operation of the organisations. Accordingly, SMEs see a correlation between the size of the company and the possibility of carrying out vocational rehabilitation. Therefore, SMEs see large companies as having a duty to become more involved in vocational rehabilitation. Overall, SMEs assess the relationship between costs (time spent on management, planning, supervision) and returns (subsidies and incentives from insurance providers, work performance) of vocational rehabilitation as at least neutral. Internal communication is seen as an important factor in vocational rehabilitation success. The people involved (e.g., team colleagues) have the necessary information

at their fingertips to adjust to the person being rehabilitated and support them accordingly. Successful vocational rehabilitation requires a certain inclusive corporate culture. External communication, on the other hand, is seen as less important by SMEs. The CSR commitment is not communicated proactively, but the information is readily provided to external persons and partners in response to enquiries. In general, the feedback on the commitment is positive. Some customers are willing to pay higher prices for products or services from a company with a strong social commitment. However, experience shows that social commitment is not decisive in purchasing decisions. Vocational rehabilitation also has a positive impact on the companies themselves. There are only positive effects on norms and values in the company from a long-term perspective. Vocational rehabilitation promotes corporate culture and authenticity as a company with a strong social commitment and responsibility towards its employees. Positive influences on employees can also be observed, such as increased social competencies among managers and employees, a sense of belonging and identity among the employees and positive changes in people's mindsets.

The SMEs would like to see mechanisms from the government that reward socially responsible commitment and more straightforward cooperation with the insurance providers. From the SMEs' point of view, the economy also benefits from vocational rehabilitation, as an added value is created for society. Without vocational rehabilitation, the social exclusion of those affected would result in even more costs for society, which would also have to be borne by the SMEs.

4.3 Synthesis of literature and case studies

A synthesis of the managerial impact of vocational rehabilitation is developed from the literature review findings and the research case studies. The findings of the literature analysis and the research case studies are, in turn, assigned to the dimensions of the St. Gallen Management Model, as shown in Table 19.

Table 19 Synthesis of impacts using the St. Gallen Management Model

SGMM Category	Impact literature	Impact case studies	Synthesis
Processes			
Management processes	<ul style="list-style-type: none"> - Increase economic efficiency and profitability - Reduction of operating or personnel costs - Positive influence on corporate image and reputation - Competitive advantages (through CSR, diversity, and applicant pool) 	<ul style="list-style-type: none"> - stronger leadership skills - more planning needed - close supervision - Ratio of costs (effort in management, planning, supervision) and income (subsidies and incentives from insurance providers, work performance) is at least neutral 	<ul style="list-style-type: none"> - Ratio of costs (effort in management, planning, supervision) and income (subsidies and incentives from insurance providers, work performance) is at least neutral - Trains and strengthens leadership skills
Business processes	<ul style="list-style-type: none"> - Increase workplace productivity, creativity, morale, motivation, service quality, and customer loyalty - Fewer staff absences and fluctuations - Employer Branding - New customer segments 	<ul style="list-style-type: none"> - Business processes are impacted less - application of controlling processes to assure the quality of the products and services provided to the customers - automating situations to eliminate errors 	<ul style="list-style-type: none"> - Improvement of processes; out of necessity to ensure the achievement of quality objectives. This results in higher overall quality of products and services.
Support processes	<ul style="list-style-type: none"> - Adaptations of workplaces - Sensitisation of employees - Making use of untapped applicant pools 	<ul style="list-style-type: none"> - HR procedure is more extensive and difficult - the provision of in-house training and supervision for concerned persons (employees) 	<ul style="list-style-type: none"> - The administrative aspect and the cooperation with the insurance providers proved time-consuming. - Internal communication as a success factor
Moments of order			
Strategy	<ul style="list-style-type: none"> - Expansion of CSR and Diversity - Inclusive corporate culture - Secure and expand the applicant pool - Strengthening employer branding and thus attractiveness as an employer 	<ul style="list-style-type: none"> - Social aspects are not formalised or institutionalised in SMEs (no written CSR strategies) - Social sustainability goals are driven by the initiative of the owners', managers', or CEOs' commitment 	<ul style="list-style-type: none"> - Vocational rehabilitation is an important element of the CSR strategy - Commitment of top management as a driver of CSR

Structures	<ul style="list-style-type: none"> - Incentives for employees to support and achieve CSR goals - Continuous signals or commitment from top management 	<ul style="list-style-type: none"> - Implications with the company's structures (e.g., control structures, personnel to support integrated staff, modification in the physical environment, etc.). - Balance between integrated people and permanent staff to ensure proper operation of the organization and risk management 	<ul style="list-style-type: none"> - Clear structures and specifications of priorities - Creating framework conditions that promote vocational rehabilitation
Culture	<ul style="list-style-type: none"> - Equal opportunities - Promoting a positive, diverse, or inclusive corporate culture - Good internal communication - Raising awareness among employees 	<ul style="list-style-type: none"> - Positive impact on the company's culture in the sense that it is adapted, corrected, and developed. - Positive changes in people's mindset. 	<ul style="list-style-type: none"> - Social education of employees (sensitisation, mindset, promotion of social skills) - Positive influence and further development of the sub-frame culture - enrichment of the company's culture
Development modes			
Renewal / Optimisation	<ul style="list-style-type: none"> - Innovations; further development or development of new products and services (accessibility, "designed-for-all"; consideration of PWD as employees and customers) - Tapping into new customer and market segments 	<ul style="list-style-type: none"> - Not significantly impacted by vocational rehabilitation. - Certain types of optimisations in the management processes (further standardization of processes, the introduction of guidance, etc.) positively impacted the entire company. - Increasing lack of simple work or work content for sheltered workplaces. 	<ul style="list-style-type: none"> - Vocational rehabilitation must be considered in organisational development, especially concerning automation and digitalisation of work steps. - Optimisation at the operational level; higher quality through optimised processes
Stakeholders			
Capital providers	<ul style="list-style-type: none"> - Not significantly impacted - Positive influence on capital providers expected through CSR 	<ul style="list-style-type: none"> - there are no certain patterns of implications. SMEs financed and managed by their founders (owner-managed) do not need external investors. 	<ul style="list-style-type: none"> - Not significantly impacted

Customers	<ul style="list-style-type: none"> - Meeting the needs and expectations of clients with disabilities - Attract and retain disabled and/or socially aware customers - Traceable CSR activity - Positive influence on corporate image and reputation 	<ul style="list-style-type: none"> - Customers are significantly and directly impacted by vocational rehabilitation: Positive impact in direct customer contact. - No proactive communication of CSR - Customers are ready to pay a higher price for the products or services created by a company with strong social commitment. - but CSR is not the decisive factor in consumer decisions. 	<ul style="list-style-type: none"> - Positive perception by customers, provided that customers are aware of the commitment - CSR increases customer loyalty - A strong social commitment of a company can lead to customers being willing to pay a higher price but is not the decisive factor in a purchase decision.
Employees	<ul style="list-style-type: none"> - Employer Branding - Promoting psychological job security for all employees - Strengthen employees' trust in the company - Promoting equal opportunities - Traceable CSR activity - Positive influence on corporate image and reputation 	<ul style="list-style-type: none"> - Employees are significantly and directly impacted by vocational rehabilitation. - Internal communication is more important than external communication. - There are several positive implications for the employees (increased social competencies, developed corporate culture, sense of belonging and identity among the employees, etc.). 	<ul style="list-style-type: none"> - Strengthening identification with the company - Internal communication as a success factor - Promotion of social skills - Development of the corporate culture
Public, NGOs	<ul style="list-style-type: none"> - Cooperation with NGOs as opportunities for “win-win” situations (e.g., vocational rehabilitation, CSR activities, staff recruitment). - NGOs, media, and other stakeholders will not attack the company 	<ul style="list-style-type: none"> - Not significantly impacted by vocational rehabilitation. - Public, media and NGOs can be used for marketing and to attract new investments. - The public is not very well aware of vocational rehabilitation, and low-level awareness remains an issue for SMEs. 	<ul style="list-style-type: none"> - The public is not very well aware of vocational rehabilitation, and low-level awareness remains an issue for SMEs. - Cooperation with NGOs as opportunities for “win-win” situations
State	<ul style="list-style-type: none"> - Risk of “legal aggravation” decreases. Avoidance of future quota regulations or their tightening. 	<ul style="list-style-type: none"> - introducing mechanisms that enable the Federal Government to consider CSR in the evaluation procedures of tenders. 	<ul style="list-style-type: none"> - Government should reward CSR commitment

Suppliers	- CSR is a means of enhancing the corporate image with suppliers	- Not significantly impacted by vocational rehabilitation. - Practice of vocational rehabilitation may encourage supplier companies to adopt similar strategies.	- Role Model (“Disability Champion”) - Increasing the image with suppliers
Competition	- / -	- Not significantly impacted by vocational rehabilitation.	- No special patterns of implication have been identified.
Interaction topics			
Resources	- Diverse and untapped applicant pool of skilled workers	- Investment of time, especially at the beginning of the rehabilitation process (increased need of leaders' support and assistance and support by employees)	- Vocational rehabilitation requires a high investment in the time of the supervisor at the beginning. - Access to diverse human resources
Norms and values	- Promoting equal opportunities - Expansion of CSR and “diversity” of the company - Positive influence on the corporate culture	- The company's norms and values are mainly positively influenced, which reveal themselves in a long-term perspective. - The company receives its authenticity as a company with strong social commitment and responsibility toward its employees - The company creates additional value, which increases the company's reputation and public approval.	- Longer-term positive influence on values and corporate culture - Vocational rehabilitation generates added value for the company and society - Authenticity as a caring and socially responsible employer

Concerns and interests	<ul style="list-style-type: none"> - Efficient operations, therefore, as little effort and risk as possible in recruiting staff and as efficient employees as possible - High-profile CSR activities 	<ul style="list-style-type: none"> - Pursue certain social sustainability goals. - Positive impact on the culture of the company. - The consumers and public may positively perceive-Social commitment. - Simple coordination and cooperation with involved insurance companies are desired. - introducing mechanisms that enable the Federal Government to consider CSR in the evaluation procedures of tenders. 	<ul style="list-style-type: none"> - Pursuing vocational rehabilitation as a CSR activity - Positive influence on the corporate culture - Government should reward CSR commitment - Easy coordination with the insurance providers and implementation of vocational rehabilitation
Environmental spheres			
Society	<ul style="list-style-type: none"> - PWD is unemployed more often than average - Prejudice against people with disabilities remains widespread. Therefore, counteracting prejudice and stigmatisation is important - Promoting equal opportunities - Demographic development: using untapped applicant pools to avoid or at least mitigate a shortage of skilled workers 	<ul style="list-style-type: none"> - In a broad sense, vocational rehabilitation changes social competencies in terms of recognising disability and regards the importance of integrating persons with disabilities into society. - Vocational rehabilitation is perceived as a process that brings society's attention to the issues of people with disabilities. Otherwise, it is a fringe group that you only notice when interested. 	<ul style="list-style-type: none"> - Vocational rehabilitation as social education and sensitisation of society concerning the understanding of disability - Reducing prejudice against PWD through awareness-raising
Nature (Ecology)	- / -	- Not significantly impacted by vocational rehabilitation.	- Not significantly impacted by vocational rehabilitation.

Technology	<ul style="list-style-type: none"> - Digitalisation and new technologies offer opportunities to compensate for disabilities and impairments. - Innovations concerning barrier-free technologies and offers, as well as aids for people with disabilities or older persons 	<ul style="list-style-type: none"> - In terms of technology, the vector is the opposite: vocational rehabilitation is more impacted by technology than vice-versa. - Due to technological development, certain jobs will disappear. Meanwhile, jobs will be more flexible, and machines will replace difficult and repetitive tasks. This will impact vocational rehabilitation processes where certain jobs will not be available anymore. 	<ul style="list-style-type: none"> - In terms of technology, the vector is the opposite: vocational rehabilitation is more impacted by technology than vice-versa. - Technological development makes many simple jobs disappear that are well suited for vocational rehabilitation or employment of weaker PWD.
Economy	<ul style="list-style-type: none"> - Companies as role models or positive examples for other companies (“Disability Champions”) 	<ul style="list-style-type: none"> - The economy benefits from vocational rehabilitation as not integrated people end up costing the economy more than if they tried to make them part of society. - Meanwhile, SMEs agree that large companies should have more involvement in terms of integration and should integrate more people, given their capacities and available resources. 	<ul style="list-style-type: none"> - Economy and society benefit from vocational rehabilitation (shared value) - Disability champions” as role models are necessary to motivate other companies to get involved.

Source: Own presentation

The synthesis of the findings shows that vocational rehabilitation raises awareness among employees and society and helps reduce prejudices, and promotes understanding of disability. In addition, vocational rehabilitation promotes the social skills of the employees and supervisors involved. Leadership skills are also trained and strengthened. Vocational rehabilitation is often an occasion to adapt and improve structures and processes (clarity, level of detail, control structures). This ensures that the rehabilitated person also achieves quality goals. This usually results in a higher overall quality of products and services.

Vocational rehabilitation also positively influences the corporate culture as a whole. There seems to be an interaction here. On the one hand, a certain level of maturity in the corporate culture is required to implement vocational rehabilitation. On the other hand, successfully, vocational rehabilitation promotes the corporate culture in many ways. This also strengthens employer branding and authenticity as a caring and

socially responsible employer, which increases attractiveness as an employer and strengthens employees' identification with the company. But also, customers and partners (e.g., suppliers) also perceive a social commitment positively, provided they are aware of it. This can lead to an increase in customer loyalty. A pronounced social commitment of a company can also lead to customers being willing to pay a higher price, but it is not the decisive factor in a purchase decision.

Vocational rehabilitation is an important element of CSR strategy and can generate shared value for the company and society. A key driver is the commitment of top management. Disability champions” seem to be important as role models to motivate other companies to get involved. Cooperation with NGOs and other institutions in vocational rehabilitation can offer opportunities for “win-win” situations and additional access to diverse human resources.

Vocational rehabilitation is more impacted by technology than vice-versa. Technological development makes many simple jobs disappear that are well suited for vocational rehabilitation or employment of weaker PWD. Vocational rehabilitation needs to be considered in organisational development, especially concerning automation and digitisation of work steps.

Cooperation with insurance providers is experienced as complicated and administratively burdensome and can be seen as an obstacle for companies to get involved in vocational rehabilitation. In addition, companies would like to see a CSR commitment rewarded more by the government (e.g., consideration of the aspect in tenders). The lack of awareness in society for vocational rehabilitation is also an obstacle for companies to exploit the emerging potential fully.

The influence and the emerging potentials of vocational rehabilitation in a company are manifold. However, business performance is hardly influenced directly but much more indirectly. A leverage effect on the existing resources and skills occurs through the emerging interactions of vocational rehabilitation in a company.

5 Results of the work and discussion

The research theses will be examined, recommendations for action derived, and the research questions answered based on the findings. In addition, the results of the study are interpreted and placed in the research field. Finally, the research design and methods are reflected upon and evaluated.

5.1 Overview of the results

The study combined the analysis of literature and case studies to gain knowledge. The literature analysis shows that only partial aspects have been investigated so far, but comprehensive or holistic studies are lacking. The employment of PWD, or persons undergoing vocational rehabilitation, seems to positively impact the operational business and the corporate culture in many ways. It seems an important issue for stakeholders, which can significantly improve the company's reputation when properly addressed. This creates various potentials, such as avoiding a shortage of skilled workers, awareness for customers with disabilities, fostering innovative strength, and opening up new markets and customer segments. Thus, vocational rehabilitation only directly influences the people involved at the operational level. At the strategic level, vocational rehabilitation's potential can be utilised through internal and external communication. For example, to increase the attractiveness as an employer and to open up new applicant pools. An engagement in vocational rehabilitation leads on the normative level to promoting an inclusive corporate culture and strengthening values and authenticity as a socially responsible employer. In terms of the company's ecosystem, the commitment can generate added value (shared value) for society and, subsequently, the company itself. The findings from the literature analysis indicate that the impact of vocational rehabilitation on business performance increases with the hierarchy of the management level and the orientation towards the outside.

The case studies reveal further interesting aspects that have not been dealt with in this literature. Thus, the main motivating factor for companies to get involved in vocational rehabilitation processes can be traced back to the personal commitment of the owners or CEO. They want to make a social contribution to the economy, give disadvantaged people a chance and support them in their development. In addition, companies are also motivated by cultural and management aspects, such as staff recruitment and retention.

The companies see positive side effects for the organisation resulting from their involvement in vocational rehabilitation. Among other things, leadership competencies are promoted, as vocational rehabilitation places high demands on the communication and leadership of supervisors. In addition, the rehabilitation of

external persons led to more detailed business processes to ensure the usual quality. As a rule, additional control and quality mechanisms were implemented from which the companies could benefit. The case studies of the investigated companies show that a commitment to vocational rehabilitation has a noticeable positive influence on the corporate culture because it is adapted, corrected, and further developed. Overall, vocational rehabilitation brings a positive change in the mindset of the employees, enriches the corporate culture, and makes the daily business more diverse. Direct involvement in the rehabilitation process has been observed to enhance the social skills of the employees and managers involved and strengthen the sense of belonging and identity to the company. Nevertheless, it is emphasised that successful involvement in vocational rehabilitation requires a certain level of maturity in the corporate culture.

The reactions of customers and public reactions to corporate social engagement are always positive. In direct customer contact, the effects of vocational rehabilitation are also assessed as positive overall. The companies emphasise that they do not actively communicate their commitment but are open and happy to provide explanations and clarifications when asked. Communication is perceived as an important aspect of the vocational rehabilitation process. In particular, internal communication is a critical success factor in vocational inclusion and is judged to be more important than external communication.

However, companies are also confronted with difficulties and challenges. For example, HR managers may cooperate with insurance providers to be burdensome and complicated, especially from an administrative perspective. However, the various insurance providers seek and encourage the companies' cooperation and commitment. In addition, a good balance between persons to be rehabilitated and employees is important to ensure the proper operation of the organisation. Here, the ability of a company to rehabilitate persons in vocational terms seems to be primarily conditioned by the size of the company. SMEs see that vocational rehabilitation can be better realised in larger companies due to the relevant infrastructure and resources. On the one hand, it concerns the supervision and support of the rehabilitation processes (separate department for health management, in-house social workers, case managers, etc.) and, on the other hand, risk management. Large companies might be more likely to risk vocational integration because it is not significant concerning the company's size. In contrast, the same can already be a significant risk for SMEs. For example, a company invests a lot of time in vocational rehabilitation, especially at the beginning of the process. If the rehabilitation process is not successful and has to be discontinued, this time investment is lost.

SMEs see various challenges in implementing vocational rehabilitation. In particular, the vocational rehabilitation of an external person poses great challenges for companies. The person must first be met and trained, and their smooth integration

into the work process must be ensured. Other challenges of vocational rehabilitation are planning, managing the division of labour, the need for close leadership, and monitoring the rehabilitation process and the time required for it. Companies consider managing the condition and maintaining an appropriate workload for the person being rehabilitated as a challenge. In particular, it requires additional efforts and skills from the managers. The companies describe their experience with vocational rehabilitation, despite the investment and time required, as beneficial overall.

From a financial perspective, the companies evaluate the relationship between expenditure and return for vocational rehabilitation as slightly negative to neutral, despite compensation payments by the insurance providers. Especially at the beginning of vocational rehabilitation, the effort for the company is very high, and the further return is strongly dependent on the performance, stability and clinical picture of the person to be rehabilitated. Nevertheless, the ROI of vocational rehabilitation is assessed as positive, provided that the rehabilitation process is designed over a longer period and is supported financially by the insurance providers. For companies, the benefits of the social security system are important to successfully implement vocational rehabilitation. This is the only way to balance costs and revenues and minimise financial risks. The benefits of the social security system can be decisive for companies in individual cases when deciding whether or not to engage in vocational rehabilitation. In particular, companies would like to introduce long-term solutions that guarantee employment and compensate for fluctuations or absences due to illness.

The SMEs surveyed agree that the economy benefits from vocational rehabilitation. People who are not rehabilitated end up costing the economy more than trying to make them part of society. The SMEs see the further potential here, especially among large companies, which do not fully use their capacities and available resources as far as vocational rehabilitation is concerned. The SMEs see a further need for optimisation in the area of public relations. The public is not very well informed about the importance of integrating people with disabilities into society and vocational rehabilitation. Low awareness in society remains a problem for SMEs. As far as the government is concerned, several companies suggest introducing mechanisms that allow the federal government to mandatorily check whether companies apply a social sustainability strategy when participating in public tenders. In addition, SMEs would like easier coordination and cooperation with the insurance providers involved.

The sustainability or CSR strategies of the SMEs studied were implicit in the form of principles of action but hardly written down and can be generalised into two perspectives, an “economic-dominant” and a “social-dominant” perspective. In the first perspective, the success of enterprises is perceived mainly in terms of their economic performance, and the social sphere is subordinated to economic performance. Vocational rehabilitation can be continued to the point where the

economic performance of the companies does not suffer, and the social commitment is economically justified. Under this perspective, sustainability strategy or strategy based on corporate social responsibility is perceived as a separate and opposite vector of economic performance. Companies can afford to do it as long as their economic performance does not decline. The viewpoint also justifies this perspective that the performance of the people being rehabilitated is at a rather low level. In addition, customers generally do not seem to make the products or services dependent on whether they were created or provided with social aspects. Also, they usually do not have any information about this. The price and quality of the products and services are decisive for the customers.

The social-dominant view assumes long-term success for Swiss companies based on sustainability strategies. On the one hand, social responsibility and sustainability strategies are current topics, and there is a certain pressure from society. Correspondingly, companies are required to comply with these social preferences. On the other hand, parallel to digitalisation and automation as a countertrend to these tendencies, local in-house production will be more in demand. In this context, the use of personnel to be rehabilitated will be justified, as customers will prefer the products and services of companies that act socially responsibly. Companies' image and social contribution will become essential factors for customers' purchasing decisions. Overall, the willingness of Swiss SMEs to engage in vocational rehabilitation is great, even if it largely depends on the owner or CEO. However, the requirement is always that the benefit at least neutralises the effort.

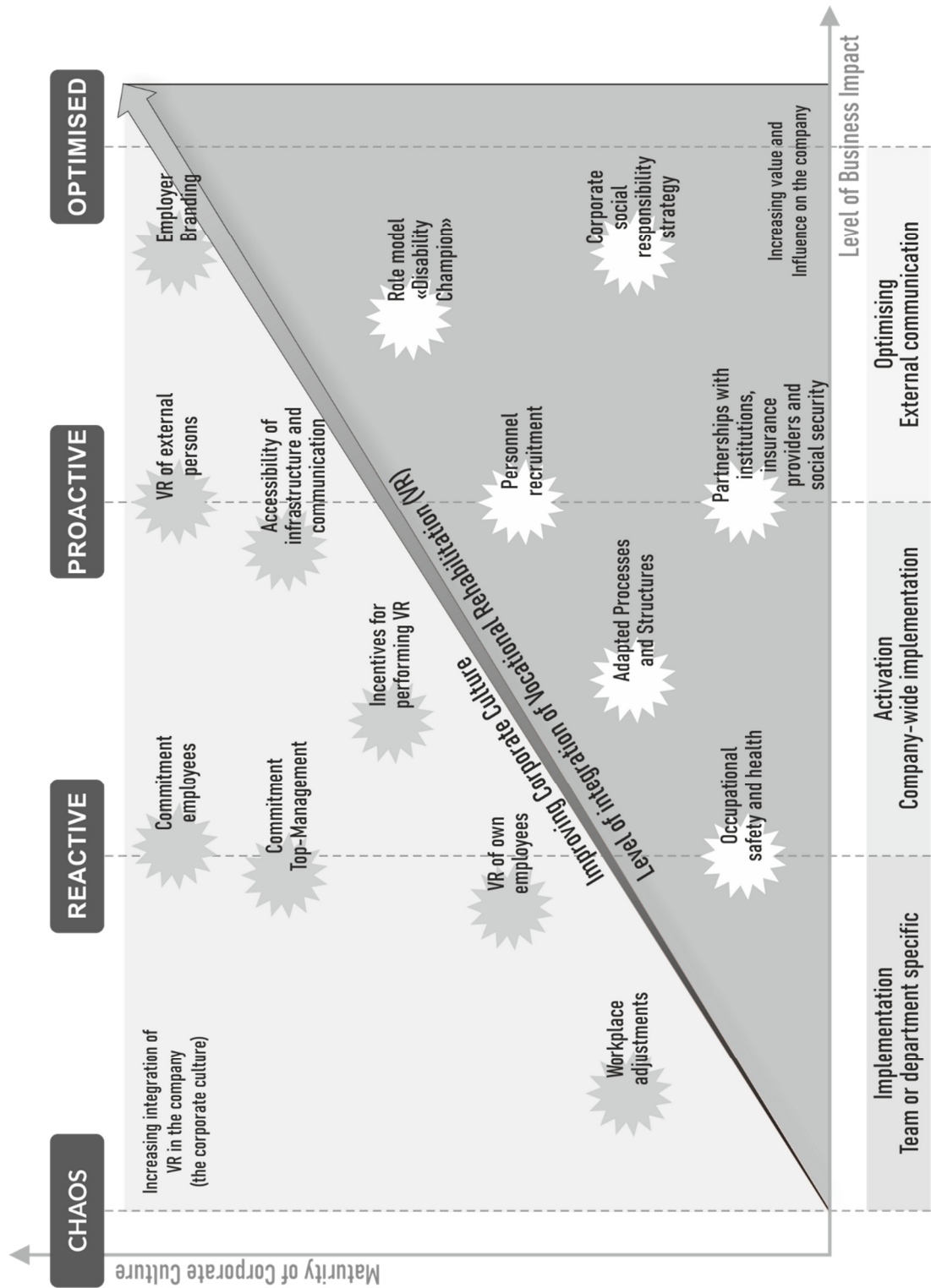
Concerning the aim of the scholarly work, to analyse and operationalise the direct and indirect impacts of vocational rehabilitation on business performance, it can be summarized as a synthesis of the literature analysis and the case studies conducted that direct effects of vocational rehabilitation occur at the operational level, which interacts with the normative level. However, business advantages and benefits can be tapped mostly at the strategic level.

5.2 An explanatory model of the impact of vocational rehabilitation on business performance

Based on the literature review findings and the research case studies,⁶¹² an explanatory model was developed that integrates the most important findings. The developed model explains and integrates the factors contributing to business success. It is shown in Figure 8.

⁶¹² see chapter “4.3 Synthesis of literature and case studies”

Figure 8 Explanatory model: Impact of vocational rehabilitation on business



Source: Own presentation

The influence and the emerging potentials of vocational rehabilitation in a company are manifold. However, the business performance as such is not influenced directly but indirectly. A leverage effect on the existing resources and capabilities occurs through the emerging interactions of vocational rehabilitation in a company. The model shows a correlation between the maturity of the corporate culture and the increasing contribution to business success. Vocational rehabilitation interacts with the corporate culture and exerts a real leverage effect on it. With the increasing maturity of the corporate culture and the increasing orientation and communication towards the outside and inclusion of the environment, the influence of individual initiatives and factors also becomes stronger.

The explanatory model also shows how a company can gradually integrate a commitment to vocational rehabilitation and exploit the resulting potential. The individual measures are classified according to the required maturity level of the corporate culture and the extent of the impact on the business and the integration level of vocational rehabilitation, and thus the penetration throughout the company. In the first vocational rehabilitation, the integration is still chaotic; with increasing experience, there is a reactive response to necessary adjustments in the organisation. Later vocational rehabilitation is also proactive, as external persons are also considered. Finally, the potential of vocational rehabilitation is fully exploited by the company; the level of integration is optimal in this case.

Thus, an initial engagement in vocational rehabilitation starts with a single person, for example, an employee, in a single team or department. Often this requires adjustments to the workplace or function, which requires appropriate resources and the understanding and acceptance of staff. In some cases, vocational rehabilitation has been reserved for certain employees so far, so every employee should have this option if needed. Commitment from top management is a key driver for engagement in vocational rehabilitation and employee acceptance and commitment. A system of incentives and clarity regarding the company's priorities can avoid conflicts of interest and, thus, "trade-offs" among managers. Otherwise, there is a risk that due to the pressure of production targets, there is no willingness to undertake vocational rehabilitation in the department. Since people who participate in vocational rehabilitation often start working with a small workload, and there may also be increased absences due to medical treatment, adjustments to processes and structures are often necessary to minimise the planning effort and achieve the production and quality goals. But uniform guidelines on how vocational rehabilitation is carried out in the company are also part of this. This ensures, in particular, that there is uniform access to vocational rehabilitation.

With increasing vocational rehabilitation experience of own employees, the existing competencies and possibilities can also be accessible to external persons. On the one hand, this can be done in the context of personnel recruitment, or it can be

institutionalised through targeted cooperation with NGOs, social security institutions or insurance providers. The sensitisation to the topic of disability that arises through vocational rehabilitation can enable the company to design or further develop the infrastructure and communication in a barrier-free way. This makes it possible to address PWD as potential employees and thus open up new applicant pools.

Based on the continuous integration of vocational rehabilitation in a company, various advantages can be drawn from it at the strategic level. On the one hand, vocational rehabilitation is an important element of corporate social responsibility. On the other hand, it contributes to employer branding and thus to increasing attractiveness as an employer. Vocational rehabilitation indicates a caring employer and a socially responsible company. By communicating its commitment externally, the company can act as a role model for other companies, which has an additional positive impact on its reputation and image.

The explanatory model illustrates the economic effects of vocational rehabilitation. In addition, the model illustrates the gradual integration of vocational rehabilitation in the company and the resulting potential. Furthermore, the model is easily transferable into integrative management models and can thus be included by companies in corporate development and strategic corporate management. The explanatory model shows that the direct effects of vocational rehabilitation occur at the operational level, which interacts with the normative level. Business advantages can be tapped at the strategic level, even if vocational rehabilitation-only exerts an indirect influence.

5.3 Answering the research questions

The study's research question, "*What is the business impact of vocational rehabilitation on companies?*" can be answered as follows: Through engagement in vocational rehabilitation, various business potentials arise, even if only indirectly. Vocational rehabilitation can have a leverage effect on existing resources and skills. Thus, vocational rehabilitation positively influences corporate culture and can help develop it further or bring it to a higher maturity level. In addition, vocational rehabilitation, as an indication of a developed corporate culture and a caring employer, can increase the attractiveness of a company as an employer and promote staff recruitment and retention. Vocational rehabilitation can also be a recruitment strategy if the company supports the rehabilitation of external people, intending to employ them later. Furthermore, a commitment to vocational rehabilitation makes a significant contribution to CSR. Companies can use CSR as product differentiation, which allows them to achieve competitive advantages.

Within the study framework, three further subordinate research questions were investigated, which are answered below. The first subordinate research question,

“What are the direct and indirect impacts of vocational rehabilitation on business performance, and how can they be operationalised?” can be answered as follows: A direct impact of vocational rehabilitation on business performance cannot be proven. Nevertheless, vocational rehabilitation seems to have the potential to increase a company's existing competencies and skills (leverage) and thus improve performance. Vocational rehabilitation positively contributes to CSR, employer branding and corporate culture. The direct effects of vocational rehabilitation occur primarily at the operational level, which interacts with the normative level. The resulting business management potentials can mainly be exploited at the strategic level, even if vocational rehabilitation only exerts an indirect influence here.

The second subordinate research question, *“Whether and in what form is vocational rehabilitation addressed in the business strategy?”* can be answered as follows: SMEs understand the assumption of responsibility towards society as an implicit mandate. Thus, vocational rehabilitation is also treated as a central element of the CSR strategy of Swiss SMEs. The CSR strategies are usually not set down in writing and are to be understood more as principles of corporate management. The commitment comes primarily from the owner or CEO. The regular commitment to vocational rehabilitation in SMEs usually takes the form of appropriately adapted processes and procedures.

Nevertheless, SMEs have recognised vocational rehabilitation to attract employees, especially when recruiting highly qualified or specialist staff. Vocational rehabilitation of external people allows a company to attract employees who would hardly be aware of the company. Vocational rehabilitation is also a retention tool, demonstrating the employer's care for employees and positively influencing the company culture.

The third subordinate research question, *“How is vocational rehabilitation implemented operationally in the company?”* can be answered as follows: Vocational rehabilitation is an important social commitment and is largely driven by top management. Vocational rehabilitation is mostly carried out informally in SMEs, so there are no guidelines for implementing vocational rehabilitation. Nevertheless, vocational rehabilitation is reflected in adapted structures and processes. The structures are consolidated and supplemented with control structures. The processes are recorded in greater detail to ensure that production and quality goals are achieved. This is particularly important when using people in an early phase of their rehabilitation process. A rehabilitation process is preceded by internal communication, which informs the involved employees about the planned vocational rehabilitation and sensitises them to the person's limitations. In implementing vocational rehabilitation, the responsible supervisor has the greatest effort and challenge in planning, leadership, and communication. The administrative side of

vocational rehabilitation and the coordination with the insurance providers are carried out by the person responsible for personnel, who may be the owner or CEO.

5.4 Examination of the research theses

The research theses can be accepted or rejected based on the study's results as follows. Thesis 1, “*A commitment to vocational rehabilitation has a direct positive impact on business success*”, is accepted. The results show that a commitment to vocational rehabilitation positively impacts the company, especially in promoting corporate culture and contributing to social responsibility. However, the actual impact on business performance is only indirect.

Thesis 2, “*Vocational rehabilitation as part of a company's CSR strategy has no impact on sales figures,*” is accepted. A direct connection between a company's commitment to vocational rehabilitation and sales or sales figures could not be established. Nevertheless, customers and consumers seem to develop an increasing awareness regarding the assumption of social responsibility by companies and take this aspect into account in their purchasing decisions, even if only subordinately.

Thesis 3, “*Vocational rehabilitation has the same impact on a company as employing people with disabilities,*” is accepted. The impact and the emerging implications, especially in terms of disability awareness, in companies are identical for vocational rehabilitation and employing PWD, at least over a longer period.

Thesis 4, “*Swiss SMEs implicitly perceive vocational rehabilitation as part of their CSR strategy.*” is accepted. Swiss SMEs understand the assumption of social responsibility as an implicit mandate towards society. They assume this responsibility, especially in vocational rehabilitation, but do not actively communicate their commitment. The social commitment of the top management is the driving force concerning a commitment to vocational rehabilitation.

5.5 Discussion of the results and classification in the field of research

The objectives of the study were achieved. In particular, a more differentiated understanding of the economic effects of vocational rehabilitation was gained. The findings are then placed in the research field and discussed with the findings from the literature.

Few studies look at the competitive advantages gained through vocational rehabilitation or employment of PWD. The benefits and potential competitive advantages identified in the literature always focus on the same aspects. This study is the first to show the significant positive impact of vocational rehabilitation on the development of corporate culture and the contribution to employer branding.

The limitations of the present study are the rather low accuracy and objectivity of the results due to the qualitative nature of the case study as a research method and the limited secondary data basis on the topic. The data basis represents an accumulation of individual findings from various settings. Accordingly, only an analytical but no statistical generalisation of the findings is possible.⁶¹³ The secondary data basis is also based almost exclusively on qualitative studies that, for methodological reasons alone, predominantly examined positive or successful (case) examples, understandably, to gain as many new insights into the research subject as possible. This circumstance also seems to partially explain the absence of negative impacts or aspects of PWD employment or vocational rehabilitation in the literature.⁶¹⁴ Another explanation could be that companies first have to create the appropriate conditions for integrating into the workforce and PWD's permanent employment to succeed.⁶¹⁵ Accordingly, after successful integration into the workforce, the limitations of a PWD do not affect the company and therefore do not differ from employees without disabilities.

Another possible factor for the predominantly positive effects described in the literature may be that PWD is more willing and disciplined employees overall than people without disabilities⁶¹⁶ due to a certain “overcompensation”⁶¹⁷ as a coping strategy or reaction to their perceived deficits. The effects identified in the literature (high motivation, commitment, morale, etc.) would support this conclusion. However, the results from the present study indicate that the work performance of PWD after vocational rehabilitation tends to decrease over a longer period.

From a resource-based perspective, human capital resources are a major source of competitive advantage.⁶¹⁸ As the research shows, engaging in vocational rehabilitation can develop and improve human capital resources and create competitive advantages. In particular, vocational rehabilitation can enhance the corporate culture in general, employees' social skills of employees and the advocacy skills of supervisors. Accordingly, a commitment to vocational rehabilitation can lead to competitive advantages for the company. Other studies on competitive advantages that can arise from CSR come to similar conclusions. For example, Houtenville and Kalargyrou (2012) show in their study that diversity in the workforce can lead to competitive advantages.⁶¹⁹ Miethlich and Oldenburg (2019b) show that a sustainable competitive advantage can arise from employing PWD⁶²⁰ and that social inclusion can contribute positively to business success.⁶²¹ Corporate culture can be seen as a

⁶¹³ cf. Saunders et al., 2012, p. 575; Halaweh et al., 2008, p. 7; Gassmann, 1999, pp. 12-13.

⁶¹⁴ cf. Mahoney/Goertz, 2006 cited in Bento/Kuznetsova, 2018, p. 36; Yin, 2003, pp. 28-29.

⁶¹⁵ cf. Glade et al., 2020, p. 86; Araten-Bergman, 2016, p. 1510; Higgins et al., 2012, pp. 328-330.

⁶¹⁶ cf. Mitchell/Snyder, 2015, pp. 54-59; Kalargyrou, 2014, p. 139.

⁶¹⁷ cf. Velde, 2000, pp. 185-186; Adler, 1914, n. pag.

⁶¹⁸ cf. McWilliams/Siegel, 2011, pp. 1492-1493; Barney, 1991, p. 106.

⁶¹⁹ cf. Houtenville/Kalargyrou, 2012, p. 41.

⁶²⁰ cf. Miethlich/Oldenburg, 2019b, p. 1.

⁶²¹ cf. Miethlich/Oldenburg, 2019a, p. 1; Aichner/Shaltoni, 2018, p. 115 .

source of sustainable competitive advantage,⁶²² as it is complex⁶²³ and, as a social phenomenon, hardly imitable.⁶²⁴ In particular, motivated and committed employees allow for better use of available resources.⁶²⁵

The results also show that vocational rehabilitation can be used directly to promote employee retention and attract qualified employees, for example, in the context of rehabilitation. This is confirmed in the literature concerning the employment of PWD in various studies. In particular, the increased profitability through reduced staff turnover is emphasised⁶²⁶, as the largely untapped potential of this group as employees and clients.⁶²⁷ The literature shows that employing PWD enables a company to understand better and serve customers with disabilities.⁶²⁸ This research indicates that this potential can also be utilised by vocational rehabilitation, but this is not happening in practice as the companies surveyed do not deal with PWD as a separate client segment.

CSR activities are also described in the literature as a source of multiple competitive advantages.⁶²⁹ Moreover, the employment of PWD and vocational rehabilitation is an important societal concern that companies need to address as part of their CSR strategy.⁶³⁰ The present study's findings support this assumption. They show that SMEs see vocational rehabilitation and employment of PWD as an implicit mandate from society and engage in it out of their motivation. As mentioned in the literature, the ulterior motive of avoiding legal aggravation with voluntary engagement⁶³¹ cannot be confirmed.

In the literature, CSR is described as a very good instrument for product differentiation⁶³² - the companies studied do not proactively communicate their socially responsible commitment and do not use it for product differentiation, even if it has been recognised as a potential.

Therefore, the conclusion is obvious that companies can only realise the full potential of a commitment to vocational rehabilitation if this is proactively communicated to the outside world. The companies studied did not actively communicate their commitment to the outside world. As for the companies, this is understood as an implicit mandate towards society. The communication behaviour of the SMEs studied

⁶²² cf. Doleski, 2015, p. 21; Schur et al., 2009, p. 381.

⁶²³ cf. McWilliams/Siegel, 2011, pp. 1492-1493; Wright et al., 1994, pp. 12-13; Barney, 1991, pp. 111-112.

⁶²⁴ cf. McWilliams/Siegel, 2011, pp. 1491; Barney, 1991, p. 109.

⁶²⁵ cf. McWilliams/Siegel, 2011, pp. 1482; Dubs et al., 2004, n. pag.; Wright et al., 1994, pp. 28-29.

⁶²⁶ cf. Aichner, 2021, p. 2; Barney, 1991 as cited in Houtenville/Kalargyrou, 2012, p. 41.

⁶²⁷ cf. Buys et al., 2015, p. 821; Collins, 2007, p. 158.

⁶²⁸ cf. Aichner/Shaltoni, 2018, p. 115; Abd Manaf et al., 2018, p. 261; Seino et al. 2017, pp. 333 et seq.

⁶²⁹ cf. Peloza/Shang, 2011, p. 129; Branco/Rodrigues, 2006, pp. 116-117.

⁶³⁰ cf. Kwan, 2019, p. 1; Miethlich/Slahor, 2018b, p. 1444; Kuznetsova, 2012, p. 13.

⁶³¹ cf. Othman/Sorial, 2017, pp. 1557-1558; Csillag/Gyori, 2016, pp. 862-863; Hartnett et al., 2011, p. 22.

⁶³² cf. Aichner/Shaltoni, 2018, p. 115; Boehe/Cruz, 2010, p. 340; Dubs et al., 2004, n. pag.

concerning CSR is consistent with the findings of other studies.⁶³³ Accordingly, the lack of a direct link between CSR or vocational rehabilitation as part of CSR and higher profitability can be attributed to the fact that the companies do not understand it as an actual business case and therefore do not exploit its potential.⁶³⁴ In this context, the discrepancies between the direct positive impact on the profitability of employing PWD described in the literature, as shown in the comprehensive literature review by Lindsay et al. (2018a),⁶³⁵ and the findings from the present research, where profitability is estimated to be neutral at best, can probably also be explained. The competitive advantages of employing PWD identified by Lindsay et al. (2018a) are⁶³⁶ largely consistent with the findings of this study. The present study also shows the significant influence of occupational rehabilitation on the development of corporate culture and the contribution to employer branding.

Besides the positive impact and benefits vocational rehabilitation brings, this commitment requires a lot from the companies. In particular, internal communication is a critical success factor in the implementation of successful vocational rehabilitation. The findings in this regard are in line with the findings in the literature, such as those described by Glade et al. (2020).⁶³⁷ Also, from an administrative point of view and the cooperation with the insurance providers, who encourage and desire this commitment from the companies, rehabilitation processes can be costly, bureaucratic and complicated, leading to the failure of a rehabilitation process or financial losses for the company. These negative aspects and risks are hardly described in the literature,⁶³⁸ but the present study's findings confirm the previous knowledge. The need to improve the framework conditions for companies by insurance providers and, in particular, to create a business case for vocational rehabilitation and employment of PWD is also in line with the literature.⁶³⁹

5.6 Discussion of the method used

The initially chosen research design of research case studies has been proven in data collection and analysis. The use of grounded theory as a research method⁶⁴⁰ would also have been suitable for dealing with the topic due to its incremental approach and also concerning a certain exploration. Considering the existing literature on the topic and the limited resources for conducting the research, the choice fell on the more pragmatic approach of case study research, according to Yin (2003).⁶⁴¹

⁶³³ cf. Looser, 2017, p. 257.

⁶³⁴ cf. Aichner, 2021, p. 2; Saleh/Bruyère, 2018, p. 25; Dibben et al., 2002, pp. 464-466.

⁶³⁵ cf. Lindsay et al., 2018a, pp. 634 et seq.

⁶³⁶ cf. Lindsay et al., 2018a, p. 652.

⁶³⁷ cf. Glade et al., 2020, p. 85-86.

⁶³⁸ cf. Csillag et al., 2018, p. 77.

⁶³⁹ cf. Vermeulen et al., 2009, pp. 232 et seq.; Pilet, 2006, pp. 43-44; Dibben et al., 2002, p. 466.

⁶⁴⁰ cf. Saunders et al., 2012, p. 160.

⁶⁴¹ cf. Yin, 2003, n. pag.

The interviews were more time-consuming than expected, and the rampant COVID-19 pandemic made the data collection process even more difficult. Finding suitable interview partners was difficult and time-consuming. Interview dates were repeatedly postponed or even cancelled, and new interview partners had to be found accordingly. The effort of data collection through interviews is comparatively high. However, using a standardised survey would not have done justice to the explorative aspect of the study. The transcribed interviews were analysed in the next step. Mayring's summary content analysis was⁶⁴² used for the qualitative analysis of the interviews. The summarising content analysis makes it possible to extract concrete data from the transcribed interviews systematically and structured way.

In contrast to interpretative and descriptive content analysis, only the content is analysed without simultaneous interpretation of the communication or the interviewee's relationship to the research object. The content analysis was carried out deductively using defined codes. Inductive content analysis and the associated category formation were not options because of the limited resources and the extensive data. In retrospect, it would probably have permitted only a few additional insights about the effort involved. In order to achieve greater validity within the individual case studies, several employees of the same company could have been interviewed in each case. A larger sample size would also have been desirable but was not feasible due to resources and the explorative approach. Nevertheless, the size of seven case studies is appropriate. Four to ten case studies are recommended for explorative research in case study research.⁶⁴³

The St. Gallen Management Model was used to systematically consider and analyse the impact of vocational rehabilitation on companies' business success. This approach proved its worth, especially as it is an integrated management model that considers the company context and the normative management level, thus enabling a holistic analysis of competitive advantages based on resources and capabilities.⁶⁴⁴

The study results are not representative and do not allow any conclusions to be drawn about the whole. Statistical representativeness is also not essential here; the specific case is to be recorded as a whole. In the case study research, therefore, no statistical but only analytical generalisation can be carried out.⁶⁴⁵ The results nevertheless reveal certain tendencies and trends in Swiss SMEs. The chosen research methodology also ensures a strong practical relevance and enables a rapid knowledge transfer into practice.⁶⁴⁶

⁶⁴² cf. Mayring, 2015, n. pag.

⁶⁴³ cf. Marshall et al., 2013, pp. 12-14; Eisenhardt, 1989, p. 538.

⁶⁴⁴ cf. Valek/Slahor, 2010, pp. 44 et seq.

⁶⁴⁵ cf. Halaweh et al., 2008, p. 7; Gassmann, 1999, p. 13.

⁶⁴⁶ cf. Gassmann, 1999, pp. 11 et seq.

5.7 Limitations and need for further research

This exploratory study reveals initial findings on the impact of vocational rehabilitation on SMEs in Switzerland. Due to the qualitative research approach, the findings do not allow for a statistical but only an analytical generalisation of the results. Given the lack of research on the topic, it seems necessary to further investigate the impact of vocational rehabilitation and the employment of PWD in business practice and, above all, holistically.

A larger sample would also allow for differentiation according to individual types of disabilities and industries. For one thing, the study should be repeated for other countries, large companies, and MNEs. A structural equation model could be further developed and analysed multivariate in a further research project. In this way, the understanding of the effects of vocational rehabilitation on companies can be additionally improved, and the influence of individual factors can be weighted or determined and thus differentiated.

Previous studies have only focused on individual aspects. For example, there are no findings on the effects on ecology and the stakeholders, “investors” and “competition”, apart from the present study. Analytically, these research gaps can be closed as follows in the context of the findings to date. The environmental sphere “nature” or the ecological aspects do not seem relevant in vocational rehabilitation and employment of PWD. Regarding the stakeholder “investors” research gap, it can be assumed that any CSR activities positively influence investors. Regarding the research gap “competitors”, a company could differentiate itself from its competitors as a “disability champion” on the one hand and, on the other hand, also take on a role model function.

In particular, the effects and potential competitive advantages should be further empirically investigated. There is a lack of holistic studies of business practice. A better understanding of enterprises' effects can help promote vocational rehabilitation and employment of PWD and subsequently realise their potential.

The topic is also very relevant because there is evidence of a link between new types of working arrangements (e.g., home office, freelancers, “gig economy”, workers without employment contracts, etc.) and an increased risk of incapacity to work due to poor health. Due to the increasing digitalisation and associated flexibilization of the labour market and work, the importance and need for vocational rehabilitation will also increase for this group of workers. The COVID-19 pandemic seems to accelerate this development further.⁶⁴⁷

Furthermore, it would be interesting to investigate whether and to what extent vocational rehabilitation can optimise marginal costs and reduce opportunity costs by more efficiently using a company's resources. Due to the reduction of incapacity to work and the associated costs, the cost-effectiveness of vocational rehabilitation has

⁶⁴⁷ cf. Vermeulen et al., 2009, pp. 232 et seq.; Pilet, 2006, pp. 43-44.

been empirically proven for the national economy. However, the cost-effectiveness or the cost-benefit for the individual companies themselves has hardly been researched so far.⁶⁴⁸

Due to the limited data basis and the qualitative research approach, it is impossible to determine or differentiate the influence of individual factors on the economic impact of vocational rehabilitation. Therefore, the explanatory model could be further developed into a structural equation model and analysed multivariate. However, this could be realised in a separate, further research project with a larger and more quantitative data basis.

5.8 Benefits for the development of the theory and practice

The findings of this study contribute to a better theoretical understanding of the business impacts and implications of vocational rehabilitation and employment of PWD. At the same time, the findings contribute to the research field of CSR. On the one hand, as a “best practice” example concerning the design and implementation of a corresponding CSR activity in the company and, on the other hand, about the influence of precisely this CSR activity on the company's success. The findings also offer added value concerning corporate culture and employer branding research. Here, the interaction between the concepts is particularly interesting. A commitment to vocational rehabilitation seems to have a leverage effect on the existing resources and capabilities of the company. Furthermore, the results can serve as a basis for empirical verification in subsequent research.

The findings are also relevant for practice. The chosen research approach ensures a strong practical relevance and enables a rapid knowledge transfer into practice. Thus, the results can also serve as a business decision-making basis for whether an SME wants to and can engage in vocational rehabilitation. The resulting potential can be exploited only through knowledge of the implications and interactions of vocational rehabilitation. As the findings show, companies hardly exploit emerging business potentials. The explanatory model developed illustrates the gradual integration of vocational rehabilitation in a company and the resulting potential. Furthermore, understanding the effects of vocational rehabilitation at the operational, strategic, and normative management levels helps to optimally integrate vocational rehabilitation in the company and exploit the resulting benefits as much as possible. The model also allows the inclusion of vocational rehabilitation in companies' corporate development and strategic analysis.

The results should allow further conclusions on the significance and practicability of vocational rehabilitation in SMEs, which are interesting for companies and social security institutions. In addition, managers can use the results as a business

⁶⁴⁸ cf. Howard-Wilsher et al., 2016, p. 11; Dibben et al., 2002, p. 465.

management decision-making basis for or against a commitment to vocational rehabilitation. On the other hand, insurance providers can derive a possible need for action from the results to develop measures to increase the willingness of companies to engage in vocational rehabilitation.

Conclusion

This study investigated the business potential and direct and indirect effects in companies that arise from a commitment to vocational rehabilitation. In addition to a comprehensive literature review, exploratory research case studies were conducted with seven SMEs in German-speaking Switzerland. Based on the findings, an explanatory model of the impact of vocational rehabilitation on business performance was developed as a basis for decision-making and guidance for companies, showing an optimal implementation of vocational rehabilitation and the realisation of the emerging potential.

Although occupational health and safety have long been a central element of CSR strategies and are taken into account in all CSR tools and instruments, if an employee falls ill or has an accident and then needs support to return to work (e.g., in the form of vocational rehabilitation), it is very rarely part of the CSR strategy in practice. Therefore, it is not surprising that the employment of people with disabilities and vocational rehabilitation has received little attention in the literature on CSR. However, adapting the general findings from research on “CSR” or “diversity” to the employment of PWD falls short, as the challenge of PWD is quite different compared to other disadvantaged groups. This is mainly due to the great heterogeneity within the group of PWD and the need for individual adaptations of the workplace for each employee with disabilities.

Employment of PWD and vocational rehabilitation is, at its core, about breaking down physical and mental barriers within the company. PWD's difficulties in the labour market speak to the need to address this issue as a corporate CSR initiative. Current research suggests that employing people with disabilities and vocational rehabilitation can bring multiple competitive advantages and positively impact a company's profitability. The economic benefits arising from CSR engagement can serve as a catalyst or motivator regarding the employment of PWD or engagement in vocational rehabilitation, weighing the effort, potential conflicts, and risk management.

For the company practice, the findings indicate that vocational rehabilitation is a challenge in that certain preparations within the company may be necessary beforehand, for example, concerning the “mindset” of the supervisors and employees. The company culture must already have reached a certain level of “maturity” to carry out successful rehabilitation processes and integrate PWD into the workforce. If successful, vocational rehabilitation positively impacts the company culture and develops it further. The resulting benefits seem to outweigh the initial effort quickly. This concludes that vocational rehabilitation, as a non-product-related CSR activity, cannot directly contribute to the increase in product sales. However, it may very well have a positive impact in connection with the provision of services if the persons to

be rehabilitated or PWD are perceived in direct customer contact, contributing to the acquisition and retention of customers. However, CSR activities also contribute to increasing the attractiveness of an employer. Because of demographic change and the shortage of skilled workers, positive and authentic employer branding is seen as a significant advantage in the competition for talent and retaining existing employees. Employer branding can bring the company's values to the public, facilitating the further development of new applicant pools. It seems that companies can only realise the full potential of a commitment to vocational rehabilitation if this is communicated proactively to the outside world. The companies studied did not actively communicate their commitment to the outside world. As for them, this is understood as an implicit mandate towards society.

The main motivating factor for companies to get involved in vocational rehabilitation processes can be traced back to the personal commitment of the owners or CEO. They want to make a social contribution to the economy, give disadvantaged people a chance, and support them in their development. In addition, companies are also motivated to get involved by cultural as well as management aspects. However, the claim is always that the benefit at least neutralises the effort. The sustainability or CSR strategies of the SMEs studied were implicit in the form of principles of action but hardly ever written down and can be generalised into two perspectives, an “economically dominant” and a “socially dominant” one. In the “economic-dominant” perspective, the success of companies is perceived mainly in terms of their economic performance, and the social sphere is perceived as a “luxury” and subordinate to business performance. Under this perspective, CSR strategy is perceived as a separate and opposite vector of economic performance. Companies want to afford CSR engagement as long as the company's economic performance does not diminish.

On the one hand, the social-dominant view assumes long-term success for Swiss companies based on sustainability strategies. On the other hand, social responsibility or sustainability strategies are current topics, and there is a certain pressure from society. The commitment is seen as a strategically important thrust. It is assumed that the companies' image and social contribution will become significant factors for customers' purchasing decisions.

Overall, vocational rehabilitation seems to make a positive contribution to business success. However, this potential is not being exploited. Vocational rehabilitation and employment of PWD as part of the human resource do not wear out and can be transferred to other technologies, products, and markets. Therefore, vocational rehabilitation and the employment of PWD as part of the value creation strategy can make a long-term contribution to the company's success and provide a sustainable competitive advantage.

The study's key findings developed an explanatory model that integrates the many factors contributing to business performance. However, the most important finding is that a commitment to vocational rehabilitation does not directly but indirectly influence business performance. The direct effects of vocational rehabilitation mainly occur at the operational level, which interacts with the normative level. The business advantages can be exploited, in particular at the strategic level. The interactions between the operational and normative levels of management that arise due to vocational rehabilitation have a leverage effect on the available resources and skills. In particular, a correlation can be observed between the maturity of the corporate culture and the increasing contribution to business performance. Vocational rehabilitation, in particular, interacts with the corporate culture and exerts a real leverage effect on it. With the increasing maturity of the corporate culture and the increasing orientation towards the outside, and the active communication of the commitment, the influence of individual initiatives and factors on the business performance also increases. Furthermore, the explanatory model illustrates a gradual integration of vocational rehabilitation in the company. Furthermore, it is easily transferable into integrative management models and can thus be included by companies in corporate development and strategic corporate management.

This exploratory study reveals initial findings on the impact of vocational rehabilitation on SMEs. Due to the qualitative research approach, the findings do not allow for a statistical but only an analytical generalisation of the results. The results, especially the explanatory model developed, can serve as a starting point for further research. Above all, to gain a more differentiated understanding of the business impact and potential of vocational rehabilitation. But also concerning the implementation and realisation of CSR initiatives in business practice per se. Given the lack of studies on the topic, further research is needed. A larger sample would also allow for differentiation according to individual types of disabilities and sectors. From a business perspective, it would also be interesting to investigate whether and to what extent vocational rehabilitation can optimise marginal costs and reduce opportunity costs at the operational level through more efficient use of a company's resources.

The results of the present study nevertheless reveal certain tendencies and trends in Swiss SMEs. The chosen research methodology also ensures a strong practical relevance and enables a rapid knowledge transfer into practice. Thus, the results can serve as a business decision-making basis for whether an SME wants to and can become involved in vocational rehabilitation. Furthermore, the results can provide insurance providers with indications for developing more effective measures and approaches to support and promote vocational rehabilitation in companies. In particular, the government seems to need to create structures that reward socially responsible engagement and improve the framework conditions for vocational

rehabilitation by insurance providers. Therefore, developing a business case for vocational rehabilitation and employment of PWD is necessary.

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Appendices

Interview guideline

**Interview guideline
(English)**

**Vocational rehabilitation in small and medium-sized enterprises:
economic effects and potentials**

Interview guideline

Company: _____

Interviewer: Boris Miethlich

1. Details of the interview

1.1 Data of the respondent

Name	
First name	
Organization	
Activity	
Address	
Phone	
e-mail	

1.2 General information

Date	
Place	
Time	
Contact through	

2. Welcome

Thank you very much for taking part in the interview.

I would like to briefly introduce myself: I am an external doctoral candidate or student in the PhD programme in Business Management at the Comenius University in Bratislava, Faculty of Management. In the context of my dissertation entitled *“Vocational rehabilitation in small and medium-sized enterprises: an integrated management perspective on business impact and potentials”*, I am working on the research question: *“What business management potentials result for companies from involvement in vocational rehabilitation?”*.

Your assistance makes a valuable contribution to answering my research question. I would like to take this opportunity to thank you once again for your assistance. Our interview will last about 45 minutes. You are free to leave questions unanswered or cancel the interview anytime. Furthermore, if you wish, I guarantee that your data and answers will be treated anonymously so that no conclusions can be drawn about your person or company.

If desired, I will be happy to send you a short report of the interview and the examination results.

Is a short report desired?	yes () no ()	V001
Anonymity desired?	yes () no ()	V002
Are you interested in the results of the study?	yes () no ()	V003

3. Introductory questions

1	Start of the interview	V004
	<i>Start time:</i>	
2	In which industry is your company active?	V005
	Industry:	
3	What is your current activity in the company?	V006
	Function / activity:	
4	When was the company founded?	V007
	Year of foundation:	
5	How many employees work in your company?	V008
	The number of employees:	
6	Do you already have experience with the vocational rehabilitation of your employees?	V009
	Yes () No ()	

4. Main part: Vocational rehabilitation from the point of view of the company

7	<p>What does your company's CSR strategy (CSR = Corporate Social Responsibility) or sustainability strategy look like?</p>	V010
	<p>None () Implicit ()</p>	
8	<p>How is the company's commitment to CSR communicated?</p>	V011
	<p>CSR not available () Not communicating () Is being communicated:</p>	
9	<p>To what extent do you see the vocational rehabilitation and employment of People with disabilities as part of the CSR strategy?</p>	V012
10	<p>How many vocational rehabilitations have you carried out in your company so far?</p>	V013
	<p>Own employees? External? Motivation?</p>	
11	<p>Do you use vocational rehabilitation for personnel recruitment?</p>	V014
	<p>Yes () No () Justification:</p>	

12	Please describe a successful vocational rehabilitation in your company.	V015
	<p>What was a particularly big challenge? (Leadership skills, information of team colleagues/employees, effort, motivation of the person concerned, etc.)</p> <p>How did the person concerned continue in your company after the vocational rehabilitation?</p>	

13	Has a new product or service been developed in connection with vocational rehabilitation, or could work processes be optimised? If so, please describe them briefly.	V016

14	How do you estimate the relationship between the cost and benefit of vocational rehabilitation?	V017
	How do you see the importance of financial incentives from social security in this respect?	

15	What impact and reactions have you had on the vocational rehabilitation efforts (within the company and externally)?	V018
	<p>Did they have direct customer contact?</p> <p>What were the reactions from customers?</p>	

16	From your point of view, which stakeholders are affected by vocational rehabilitation (in your company) and in what respect? (Tool: "Company's ripple effect")	V019

17	What effects and implications do you see for the company and business success in connection with vocational rehabilitation efforts? (Tool “St. Gallen Management Model”)	V020
18	Processes	V021
19	Moments of order	V022
20	Development modes	V023
21	Stakeholders (<i>possible overlap with question 16</i>)	V024
22	Interaction topics	V025
23	Environmental spheres	V026

5. Final questions

24	What is your opinion on the “Impact of vocational rehabilitation on a company”?	V027

25	Do you think that the long-term success of Swiss companies is significantly dependent on CSR and sustainability strategies?	V028

26	End of the interview	V029
	<i>End time:</i>	

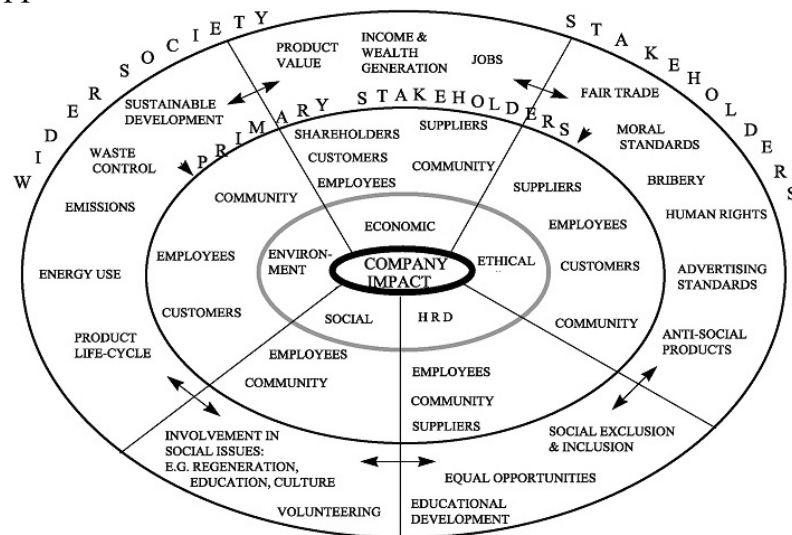
6. Personal issues, facts, opinions etc.

We have now reached the end of our interview. Thank you very much for your participation; you have helped me greatly. Of course, it is possible that I did not cover all topics in this interview.

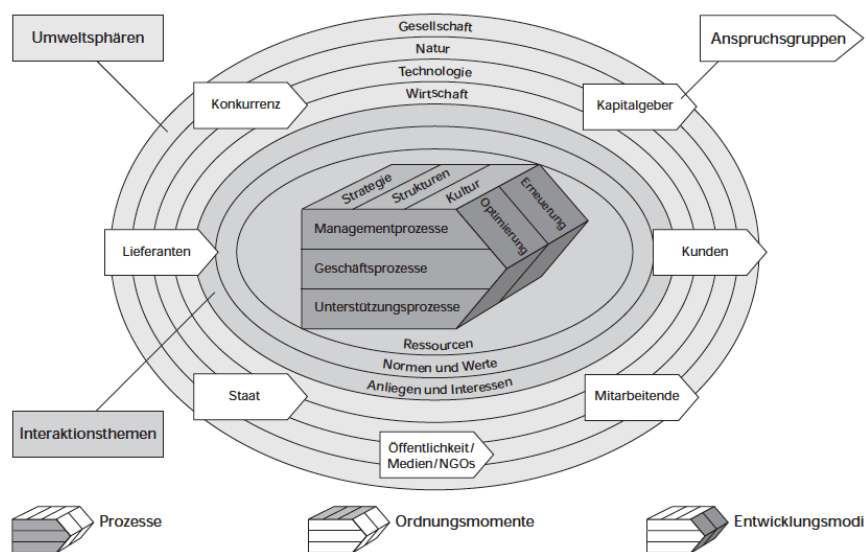
27	However, I would be happy to make a note of any topics that you think have not been addressed but which should be included in the interview:	V030

7. Resources

Company's ripple effect



St. Gallen Management Model



**Interview guideline
(German)**

**Berufliche Rehabilitation in kleinen und mittleren Unternehmen:
betriebswirtschaftliche Auswirkungen und Potenziale**

Leitfadeninterview

Unternehmen: _____

Befrager: Boris Miethlich

1. Angaben zum Interview

1.1 Daten des Befragten

Name	
Vorname	
Organisation	
Tätigkeit	
Adresse	
Telefon	
E-Mail	

1.2 Allgemeine Angaben

Datum	
Ort	
Zeit	
Kontakt durch	

2. Begrüßung

Herzlichen Dank, dass Sie an dem Interview teilnehmen.

Gerne stelle ich mich an dieser Stelle kurz vor: Ich bin externer Doktorand bzw. Student im PhD Programm Business Management an der Comenius Universität in Bratislava, Fakultät für Management. Im Rahmen meiner Dissertation mit dem Titel *“Vocational rehabilitation in small and medium-sized enterprises: an integrated management perspective on business impact and potentials”* bearbeite ich die Forschungsfrage: *“Welche betriebswirtschaftlichen Potenziale ergeben sich für Unternehmen aus dem Engagement in der beruflichen Rehabilitation?”*.

Ihre Mithilfe leistet einen wertvollen Beitrag bei der Beantwortung meiner Forschungsfrage. Für Ihre Mithilfe möchte ich mich an dieser Stelle noch einmal herzlich bedanken.

Unser Interview dauert rund ca. 45 Minuten. Ihnen steht es jederzeit frei, Fragen unbeantwortet zu lassen oder das Interview abubrechen. Des Weiteren garantiere ich Ihnen auf Wunsch, Ihre Daten und Antworten anonym zu behandeln, sodass keine Rückschlüsse auf Ihre Person, beziehungsweise Ihr Unternehmen möglich sind.

Falls gewünscht, lasse ich Ihnen gerne einen Kurzbericht über das Interview sowie Resultate der Untersuchung zukommen.

Kurzbericht erwünscht? ja () nein () V001

Anonymität gewünscht? ja () nein () V002

An Resultaten der Untersuchung interessiert?
ja () nein () V003

3. Einleitungsfragen

1	Beginn des Interviews	V004
	Startzeit:	

2	In welcher Branche ist Ihr Unternehmen tätig?	V005
	Branche:	

3	Was ist Ihre gegenwärtige Tätigkeit in der Unternehmung?	V006
	Funktion / Tätigkeit:	

4	Wann wurde das Unternehmen gegründet?	V007
	Gründungsjahr:	

5	Wie viele Mitarbeiter arbeiten in Ihrem Unternehmen?	V008
	Anzahl Mitarbeiter:	

6	Haben Sie schon Erfahrung mit beruflicher Rehabilitation eigener Mitarbeitenden?	V009
	Ja () Nein ()	

4. Hauptteil: Berufliche Rehabilitation aus Sicht des Unternehmens

7	Wie sieht die CSR-Strategie (CSR = Soziale Unternehmensverantwortung) bzw. Nachhaltigkeits-Strategie Ihres Unternehmens aus?	V010
	Keine () Implizit ()	
8	Wie wird das CSR-Engagement des Unternehmens kommuniziert?	V011
	CSR nicht vorhanden () Wird nicht kommuniziert () Wird kommuniziert:	
9	Inwiefern sehen Sie die berufliche Rehabilitation und die Beschäftigung von Menschen mit Behinderung als Teil der CSR-Strategie?	V012
10	Wie viele berufliche Rehabilitationen haben Sie bis jetzt in Ihrem Unternehmen durchgeführt?	V013
	Eigene Mitarbeiter? Externe? Motivation?	
11	Nutzen Sie die berufliche Rehabilitation zur Personalgewinnung?	V014
	Ja () Nein () Begründung:	

12	Beschreiben Sie bitte eine erfolgreiche berufliche Rehabilitation in Ihrem Unternehmen.	V015
<p>Was war dabei eine besonders grosse Herausforderung? (Führungskompetenzen, Information der Teamkollegen/Mitarbeitenden, Aufwand, Motivation des Betroffenen, etc.)</p> <p>Wie ging es für den Betroffenen nach der beruflichen Rehabilitation in Ihrem Unternehmen weiter?</p>		
13	Ist in Zusammenhang mit einer beruflichen Rehabilitation ein neues Produkt oder eine Dienstleistung entstanden oder konnten Arbeitsabläufe optimiert werden? Wenn ja, beschreiben Sie diese bitte kurz.	V016
14	Wie schätzen Sie das Verhältnis von Aufwand und Ertrag der beruflichen Rehabilitation ein?	V017
<p>Wie schätzen Sie in diesem Bezug den Stellenwert finanzieller Anreize der Sozialversicherungen ein?</p>		
15	Welche Auswirkungen und Reaktionen haben Sie auf die Bemühungen zur beruflichen Rehabilitation erhalten (innerhalb des Unternehmens, extern)?	V018
<p>Hatten die betroffenen direkten Kundenkontakt?</p> <p>Wie waren die Reaktionen von Kunden?</p>		

16	Aus Ihrer Sicht, welche Stakeholder werden durch eine berufliche Rehabilitation (in Ihrem Unternehmen) tangiert und in welcher Hinsicht? (Hilfsmittel: "Company's ripple Effect")	V019
17	Welche Auswirkungen und Implikationen auf das Unternehmen und den Geschäftserfolg sehen Sie in Zusammenhang mit Bemühungen der beruflichen Rehabilitation? (Hilfsmittel "St. Galler Managementmodell")	V020
18	Prozesse	V021
19	Ordnungsmomente	V022
20	Entwicklungsmodi	V023
21	Anspruchsgruppen (<i>evtl. Überschneidung mit Frage Nr. 16</i>)	V024
22	Interaktionsthemen	V025
23	Umweltsphären	V026

5. Abschlussfragen

24	Was ist Ihre Ansicht zum Thema "Auswirkung der beruflichen Rehabilitation auf ein Unternehmen"?	V027
25	Denken Sie, dass der langfristige Erfolg von Schweizer Unternehmen massgeblich von CSR- und Nachhaltigkeitsstrategien abhängig ist?	V028

26	Abschluss des Interviews	V029
	Endzeit:	

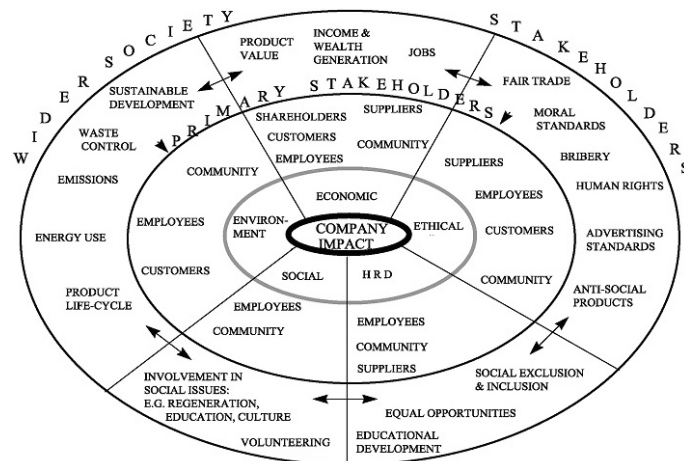
6. Persönliche Themen, Sachverhalte, Meinungen etc.

Wir sind nun am Ende unseres Interviews angekommen. Herzlichen Dank für Ihre Teilnahme, Sie haben mir damit sehr geholfen. Selbstverständlich ist es möglich, dass ich nicht alle Themen in diesem Interview abgedeckt habe.

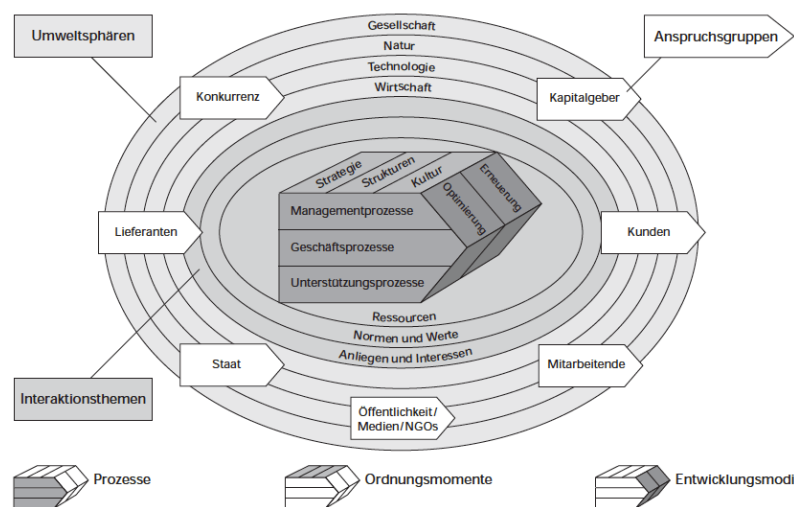
27	Gerne notiere ich mir jedoch Themen, welche Ihrer Meinung nach nicht angesprochen wurden, jedoch in das Interview einfließen sollten:	V030

7. Hilfsmittel

Company's ripple effect



St. Galler Managementmodell



Transcribed interviews

AVT Verpatec GmbH

Transcription Expert Interview AVT Verpatec GmbH

Company: AVT Verpatec GmbH, Hombrechtikon
Implementation: 31.07.2020 14:00 - 15:20, personally in the company
Interviewer (A): Boris Miethlich
Expert (B): Marcel Wicki

Transcription (English translation):

A: Okay.

B: If you can record for that long

A: Yes, that is no problem.

B: Safe?

A: Yes.

B: I have never recorded this before, that's good, yes. Okay.

A: Yes, what I am investigating is to really look ... So not, how ... I am not saying that I can say, yes, if someone, a company, is now engaged in the professional integration, this and that happens, or these are the effects, but more simply looking at what potential there is or what are possible effects, both positive and negative. Exactly.

B: Yes. Yes.

A: And, based on the experience of SMEs, actually examine it. I would say that in large companies or public enterprises it is still relatively difficult, also in terms of size, to assess this later on, i.e. to look at it from a broader perspective. Exactly. So, thank you again for agreeing to participate.

B: Yes.

A: Would you like a short report after the interview?

B: Yes, yes, I would like to take that, yes.

A: That's good, yes. And should the data be made anonymous? Well, basically, if it concerns individual persons, it will be anonymised anyway.

B: Yes, of course, yes. But companies ...

A: But the company name, we are allowed to use it (unv.).

B: Yes, so if it is of any use to you, or if you have a reference or something ... you can already disclose it.

A: Yes, that is great, yes. Thanks. And just, would you be interested in the results?

B: Yes.

A: Yes, I will be happy to send it to you. Exactly, from the interview we simply have a few introductory questions first. And then the main part of the interview is actually about looking at, yes, how do you see it as a manager, as the owner, the vocational rehabilitation, what effects do you see in this direction and how do you go through it with you? And then at the end, just two or three personal questions about how you see it.

B: Right, yes. Yeah, all right.

A: Right. Exactly, the industry where you are active?

B: This is packaging area.

A: And her current function is management.

B: Managing director, managing director, yes.

A: When was Verpatec founded?

B: 1988.

A: Yes. And how many employees do you currently have?

B: Yes, just now, I say now, regular thirty. We have just made a hype with these (Hamilton?) (unv.) (unv.) we are up to sixty straight, but that will now go down again, so I say now once, thirty is about where we have regular, yes.

A: And you also have experience in professional integration with your own employees?

B: Yes. Yes.

A: Yes. Good. Could you please describe briefly whether you have a strategy for sustainability or corporate social responsibility in your company, or perhaps I could also say that it does not have to be in writing, perhaps just because of the values you hold?

B: Yes, of course, those are two things right now, aren't they? One is the sustainability strategy of the company itself. Of course, we have to have that, we have to have a certain perspective, we have to have visions of what we want to do. And the other is the whole social component, right? Of course, what can diverge, that is clear, it does not have to be continuous. I don't know what you want to know exactly, more social or more on the strategy of the company? Or ...

A: Well, I am talking about the strategy with regard to sustainability issues, or corporate social responsibility.

B: Sustainability, i.e. social sustainability, a little bit in inverted commas, something like that yes yes yes. Yes, of course we already have a strategy, the strategy is essentially that we would like to focus on more highly qualified human resources experts, where they can be deployed more universally.

A: Okay, yes.

B: This is just now in the context of the social components, where we are integrating rehabilitating people into the company. Does this differ slightly from that, i.e. in the sense that we have also noticed that we can only integrate a certain percentage of such people. If it is overloaded, the system no longer works. In other words, we need a driving force, people who are qualified to pull, where to pull, and then we can have others who, I would say, are not on the same level as us, but who can help, right? But this must always be in good balance, otherwise the whole thing will not work.

A: Just now the commitment also with the professional integration, do you communicate this? And if so, in what form?

B: Yes. Yes, we communicate this in the sense that we also sponsor certain organisations.

A: Okay, yes.

B: These can be Special Paralympics, for example, we have been supporting them for a number of years and this is then explicitly stated and communicated so that people can see that we are also active in this field. Yes.

A: Yes. But is it mentioned in the annual report or something like that? Exactly, when people come from IV, for example, for integration.

B: Yes, of course we do not produce a large annual report with our company size. The annual report, i.e. I as sole owner do it more or less for myself, so you don't have to do that, do you? It's more a matter of communicating this to the outside world, advertising, advertising advertisements, of course, where we will be seen, but above all it is important that the internal employees know that we are also active there. That is actually a bit of the communication in inverted commas of these commitments.

A: And to what extent do you see the professional integration and employment of people with disabilities as part of corporate social responsibility?

B: That is also a possibility, where we have already done so, we have already partly, yes, you could say, taken it up intensively. For example, we could mention a person we knew was physically impaired, but who had just taken the first step towards a disability pension, and we heard that she was actually looking for a job where she could work in a company, but she didn't succeed, and then we had the feeling that, yes, that would actually be a possibility, we could try that, we could give her the opportunity to do so in the company, and later also take the disability into consideration, and then to (unv.) it didn't work out because she refused to do it herself, for the simple reason that she was afraid that she would no longer receive an IV pension. And that is actually a typical case, isn't it? You just mean well, you give them opportunities and then suddenly people realise that they have to be careful, that this can be a double-edged sword and they don't want to cut their own throats, so they tend to turn down the job and tend to be more likely to get an IV pension, don't they? We have already actively approached people there, and as I said, we have experience in this area. The same could be said about the fact that this could be implemented to a certain extent in the company, but also, like normal social commitment, only to a limited extent, right?

A: How many job placements have you carried out in your company so far, with your own employees and, I would say, with external people?

B: Yes, we have already done both, we currently have an internal person, I think we still have one who came from within, from Glarus, Canton Glarus, he is still working, so he is employed by us at a reduced workload. He's been with us for three or four years, I guess, and he'll be retiring soon. And we have already done the other thing, for example, that we had people from the Balm of Jonah who supported us at times, for a bit of minor activities, which we have already done, so we have experience of both.

A: And what is the basic motivation, now of you as an entrepreneur?

B: Yes, the motivation is actually that you say you want to give these people a chance, where in principle they don't get a chance anymore because they are simply not able or out of a physical, mental, situation are not able to work as we actually demand. And we have had relatively good experience with the IV, together with them, that support comes, which is interesting for both sides, of course, but we have now also had to see that in the longer term, of course,

this is still a disadvantage for us as a company, because we do not want to simply put people back on the street, but keep them on, but have a reduction in performance over the whole time. So of course we do, although we have the people, we never come close to a level where you can expect a normal working person to perform. And that is always a bit of a barrier, of course, in the beginning everything is good, and is compensated financially, but with time you see of course that with a normal wage you simply cannot achieve the performance at all, and then at some point it becomes difficult to deploy the people, that you can deploy them really well and need them well, right?

A: Do you also use vocational integration as a tool for recruiting staff?

B: Yes, in the past more, today less. As I said at the beginning, the strategy is going a little bit in the direction of employing a little more highly qualified people, which is why it has tended to take a back seat at the moment.

A: Could you perhaps give me an example of a successful professional integration, now regardless of whether there was a job afterwards or not, but simply, I will say now, from the point of view of rehabilitation, and perhaps simply describe briefly what the special challenges were there.

B: Yes, well, as I said, it's actually the person where now is still in our company for three or four years. In the end, this has been a successful rehabilitation, so I say now above all for employees, of course, in the sense that the difficulty has been simple, especially at the beginning, we don't know the person, we make a start. Although we are not financially independent, i.e. we are paid for the social (and other) costs, we have the internal effort to train this person, manage him or her and so on, and getting to know him or her is certainly an effort that we have to make. And yes, but we were actually able to do this successfully and, as I said, we have been in business for some time now, and in the end it has turned out to be a good thing, you could say.

A: Yes. Do you have the impression that there are special requirements for the supervisor or the information for the team colleagues, when you start such an integration, or is it normal?

B: Yes, there are above all, I will say now, higher demands on superiors, you have to be aware that you cannot set the same level of performance. Well, it always depends on what kind of (unv.) that is, if he or she has a physical disability or restriction, you can either avoid it by having a job where it is not relevant. Then I say, in terms of performance you can reach similar levels as with normal employees, but in many cases we already have, and in some cases still have, also people where psychological problems are present, which is then relatively difficult, because of course you don't know exactly what's going on now, why is it not working, why and why are they suddenly ill. And that requires that a lot of understanding also comes from the leaders, that you say, wait a minute, this is the situation, and that's why things can be the way they are now, right? You just have to be aware of that.

A: But if there has been some kind of disagreement between colleagues or something, that is less of an issue?

B: No, this is not an issue. But it's not an issue either, because it is always communicated very clearly, in other words, in a reasonable information

(communicate?) that we say we have them and the people who come from there and there, and then that's really off the table. In other words, people's understanding is actually there, it probably wouldn't be there if they didn't know what was going on, because then they'd say that they weren't working properly, that they weren't making things right, but that's how we actually have the problem, I'm going to say now, in most cases not the problem, of course, there can be cases, especially when there are psychological problems, where people often don't understand why they don't understand, why is that missing again, for example. Sometimes there are still some employees who do not fully understand this, right? And then we are also, we have some limits where we have to say, so now we have to talk to the people, we have to talk to the employee, what is going on now, why and why, what can you do and so on, because at some point it is no longer sustainable anyway.

A: In the context of integration into the labour market, has this led to innovations or any new products, services or work processes? Well, the question is meant a bit like this, but now you see the product and maybe you have an employee with limitations, maybe he is physically handicapped and you could redesign the product in a different way, or make it easier to use, a bit like this.

B: Yes, that is rather not the case with us. At the most, this would only be the case if you could see from this that some product is not as applicable as we actually thought it was. Because, for example, the person can't use it in the way we thought, right? Because of the disability. But we haven't really experienced that, so we often have products where the customer gives us the instructions, so we make the packaging customer-specific. And he says that's how it has to look, and we don't really care about any design or handling and all that stuff, that's rather secondary.

A: Did it perhaps have other effects? That is to say, that perhaps innovations have emerged from it, or ...

B: No, not really, rather the opposite, that the effort is increasing. So innovation not necessarily, maybe at most innovation in the sense that you have to see that other process flows can be optimised due to the situation. But I would not necessarily attribute this to the handicap, it could also be the case with normal employees, if you simply see that it is complicated and so on, then we have to do something. Yes.

A: How do you estimate the relationship between the costs and benefits of vocational integration? You said before that over a longer period of time the effort is rather greater than the return.

B: Yes. That's just the way it is, it's a bit difficult to say, I just mentioned that because of the experience we have with our people, where we have hired. The relationship ... Yes, it's a bit of a mix, I would say. In the end, I suppose, it's about even. In the beginning, it's just a lot of effort until the person has started school, can do everything, or can do what he or she should be able to do. And in many cases we have already seen that there is a drop in performance over time. Sometimes it is still difficult to say why, whether there is a certain routine, a certain uneasiness perhaps, or whatever, sometimes it

is difficult to say exactly. But simply a certain drop in performance. We now have a person, as I mentioned before, who has been with us for a few years now, where we can see that he or she is slowly reaching retirement age, where the natural performance capacity is also declining. And then there is the handicap. This means that we simply have a corresponding drop in income, but to be fair we also have to say that in terms of wages, I think he also has an IV pension, where he gets 50 percent, we pay less, so I can also say that the plus/minus is roughly in equilibrium. So financially, in terms of income and performance, it is more or less within the limits.

A: Yes. And can one say that without the benefits or incentives provided by the social security system, it would not be possible to carry out occupational integration?

B: No, absolutely not. Well, I think we've already talked in the (unv.), we've been talking since I started, about ... If that was 2000, twenty years ago, we also tried to get IV people to be able to work in some cases, but then we received relatively little support, financially almost nothing. And then it was out of the question for us, now recently I have the impression that there is better support. Also a longer support. Of course, it helps that you can think about such a step earlier, because the financial risk where you don't have it. Then you can say, okay, we simply have to finance the services we have to provide as a company where we have to do so, and I say now, we still have to finance that, but it is also more acceptable. And you can get out at any time, which is also an important point. If you see that it really can't be done for any reason, then you can stop it. There, I think, the basics are actually quite pleasant for an entrepreneur right now. You could say, yes, you can take a risk, right? I think that's actually important and good so far.

A: What reactions or effects have you noticed from outside, or even within the company, on your commitment to professional integration? Have you received any feedback, or ...

B: Yes, of course it is always rather modest, but I would like to say that as a manager you should not expect too much. Sure, I mean, I hear again and again that people are grateful, of course, aren't they? We've had a few people who have been on the edge of the abyss, some of them young people, some of them who have never had a problem, they are very grateful that they've been given a start. You hear that again from time to time, usually not so much, right? I assume that people appreciate it inwardly, but they can't or don't want to show it like that. But I think it's okay, because you can tell when you deal with people, how they are today, are they satisfied, are they dissatisfied. And I think from that you can tell that these people are actually doing well, right?

A: But so feedback from third parties?

B: Yes, are there more on the factual level, of course we have already had contact with an IV or SVA Zurich and so on, that's just ... It's a bit part of their job, of course, that's what people do, they place people, sometimes they even try to place people before they fall into an IV. Of course they're happy if they can get people in, but as I said, that's their job and all, and from that point of view, you can't expect a lot of praise or a big thank you, but simply, I'll tell you

now in the normal course of business how it's going to work, it's (adjourned?) and then it's done, right? And that is clear.

A: Just people who are in the integration process have direct customer contact, or is that less ...

B: Well, it is not the case with us now. But it could well be the case. I don't remember whether we have had someone in the office area before ... But in the office area it would be absolutely possible that they could have customer contact, but in the production area, by its very nature, there is no such thing as customer contact.

A: Feedback from customers now on your commitment is in the sense that ...

B: No.

A: Not that?

B: No. Exactly, I think it will probably be well received, as I said, we also have it on display in our break room where we have guests, so you can actually see it. But not that there is now ... Yes, it might appeal to one or the other (unv.).

A: And if there are any calls for proposals, calls for projects, where you have to apply for them, I don't know if that is the case with you.

B: Yes.

A: Is that then something you mention?

B: No.

A: Not that?

B: No. No, it is not, how shall I put it, something that is demanded. Sure, I think every customer would like to see that, he would like that too, but not that it has any influence, because in the end it's all about getting his things right and ... But ... Yes.

A: So, these are the two most complex questions, we have nice tools. From your point of view now, simply in general or from your company's point of view, which stakeholders or interest groups are affected by a vocational integration? There is such a model, there are simply certain examples or possibilities listed, such different perspectives.

B: Ultimately, one has to see that a board of directors can be pro-active, of course, by a company, which are indirectly affected, of course, with the result in the end. Not necessarily with the people personally, I don't think so much, with us it is relatively easy with the sole shareholders, so the problem doesn't really arise, that's my personal thing, where does it affect, of course, that's also a personal attitude, if you want that, you don't want it. But of course, at the end of the day it's always the case that the company has to come up with an overall performance somewhere, and that has to fit, right? And we look, and I personally look very hard to ensure that you can achieve a certain degree of balance, so that you don't - and I'm saying this now - have a lot of stress in some people and the other person is just taking it easy. But of course I also realise that this is theory, in practice there are always differences, of course, but I am convinced that this can have a balancing effect, that's my conviction, how it should be, right? And it doesn't really matter whether somebody with a disability works or not, that simply means that he is classified

where he can perform, in other words, logically, if someone is a bit handicapped, he can't perform the same, not the same, as someone who isn't, then you have to weigh it up accordingly, where should it be so that it fits, right?

A: Now we move on to the next question. I have the St Gallen model, a management model where the company and its environment are schematically depicted, and now I'd like to go through it briefly and take a look at the individual moments with you. It's best to start with the processes. Management, business and support processes, in terms of professional integration, do you see any effects or implications where this part of the company is affected?

B: Yes, of course I do, I am saying management processes in particular, of course. Business processes perhaps rather less. Support processes, too, of course. These are the two where you have to say, where you have to be a little bit special, and where you also have to be considerate. So you can't always do that, for example, leading people. In connection with leadership, support processes also mean of course that you have to pay special attention, special things have to be considered. Certainly a little, I would say now, more stringent requirements are necessary there. Business processes as such are not affected, they actually remain the same. At the most, maybe a process flow process where you would perhaps handle things a little differently, but in the end the processes are given and they are actually to be adhered to, plus/minus, right? So in concrete terms this also means that we can't construct all the processes around the people, but we have to have an optimal process and be able to implement it with the people, right?

A: With regard to the moments of order, these would be topics such as strategy, structures, culture. If you look at the literature, there is the hypothesis that a company must already have a certain developed corporate culture, that professional integration can be possible at all, i.e. only in terms of acceptance, also by the employees, and that the supervisor has the leadership competence, but conversely it also means that professional integration can also promote the corporate culture.

B: Yes, I see both a little bit. Yes, culture is a bit of a high word, but it goes a bit in that direction, a certain business community, a certain ground, must be there so that the person can be integrated sensibly, because as soon as the structure is not consolidated, we have no safety net and nothing, then they are somewhere and are not well looked after and so on. That is what I think. On the other hand, it also has an effect on the culture, in the sense that you can of course adapt a culture, right? Based on the experience and the effects, you can of course make corrections to the corporate culture and adjust it accordingly.

A: Yes. From the point of view of structures, as I understood it, are the people who are in the process of professional integration basically working like normal employees?

B: Yes.

A: Right, yes. Then we would move on to the next, these are the modes of development called in the model, it is actually about the renewal and optimisation of the organisation as such. Do you see effects or implications there?

B: Yes, at most simply in the sense that when you say that we have people like that in the company, you want to keep it up in the long term, that you have to take that into account. So also ... That can also be a result of the company's development, but also there, of course, the company strategy should not be affected by this, but there can simply be a slight adjustment by saying that we are now implementing it a bit differently, that can of course be a consequence, right?

A: The next point would be the stakeholders, which we already briefly touched on in the previous question, are now in the model, for example, investors, customers, employees, the public, the state, suppliers and competitors. Do you see any effects or implications there?

B: No, not really. Actually not at all. And that's actually perhaps a bit sad, of course, isn't it? After all, the commitment not only benefits the company, but also the general public. And it would probably also be desirable to gain a certain degree of acceptance or, how shall I put it, perhaps a certain amount of public recognition. For example, when there are calls for tenders, you can say that you will weight it accordingly if someone hires people like that, even if it is already at a lower level, but you don't just leave it on the site, you simply take it into account. Because, as I said, at the end of the day, it's something where the general public gets something out of it. (unv.) Apprenticeship training, is exactly the same, isn't it? It brings something to the general public, it brings something to the individual, and that would be, I'd say, desirable if you could see some kind of remuneration, in whatever way, wouldn't it? But we don't really notice that today. Yes.

A: So something, where actually also from, how should I say, the laws or the federal government, certain incentives would have to be created, would be that the points are taken into account.

B: Yes, well, as I said, you could say that when the Federal Government, for example, I will say now, wants to award a specific contract, there is a call for tenders or a direct procedure, it awards the contracts, and then it says that I would be pleased if the companies employed people like that and included them in the evaluation. Of course, the product in the end, the conditions, they have to be within a certain framework, that is logical, but that you take it into account and say, yes, I think they are doing a good job and we should support that and take it into account, in that style.

A: Then we come to the topics of interaction, i.e. norms, values, resources, concerns and interests. So now that we have looked at the company and perhaps also the corporate culture, do you see any implications or effects?

B: Yes, of course, resources, in the sense that you may need to have leaders to support you in this. So it's no use if the entrepreneur says on his own, now we do this and everyone else says, a complete shallow, right? Of course, they have to support it, they have to be able to cope with it in the end, that's clear,

so from that point of view it will definitely have consequences. If there are also concerns and interests, of course, it also comes into play that certain concerns and interests come naturally and you have to be able to judge and look at the whole thing, what can you do and implement accordingly, right?

A: Then the last point would be the environmental sphere, i.e. the ecosystem, where the company is now inside, also in relation to society, nature, (unv.) relevant, technology and economy. Do you see certain effects, implications, interactions there?

B: I think it's more likely to be in a subordinate area, because that's where most people are, so now I'm saying it from experience, where we have people who are in the subordinate area, where they don't have or can't directly influence us, but that doesn't have to be the case, of course. So in concrete terms, you can also hire a doctor where somehow else has a problem, but who actually does a good job, right? Of course, he or she could very well have an influence there, technologically or economically. But that is not the case with us. So there can be an influence there, of course, but it is not the case with us.

A: How would you assess that, do you perhaps rather notice that there is also a social pressure for companies to take on more social responsibility?

B: No.

A: Or in the end that is not ...

B: No. No, it's not an issue in society in that sense, it's more like, yes, when you bring it up, it's appreciated, then it sounds good and all that, doesn't it? But not that you say, yes, you should now, I don't feel that this is an issue in society. On the other hand, there are of course already organisations where people are actually accommodated well, for example Balm and so on. And then I think to myself, do you also have the feeling that they are somehow taken care of? There is no need for companies to look after them in particular, is there?

A: Yes, that is good. Yes, then we will soon be at the end of the interview. I would like to ask you ... What is your opinion now on the subject I am investigating? If these are the effects of vocational integration on the company.

B: Yes, what I find above all is of course that the whole social competence increases quite a lot. So not only from the managers, especially the leaders, but also from the employees themselves, I think that's actually quite valuable, it's also a bit subordinate, but it's actually valuable, isn't it?

B: That is exciting, yes.

B: That is still interesting, yes. And I think it's also a general point where you shouldn't underestimate, it starts at school, social competence, I think, is still quite important and that actually gives you a lot (input?), where in normal business life, where things are always so bang-bang and so on, it's also quite different, isn't it? And I actually find that quite interesting.

A: What do you think, the long-term success of Swiss companies, will it depend largely on issues of sustainability or social responsibility? Or is that

...

B: No, I think that is already separated, that is separated, that has to be separated ... Well, of course I consider it separated in the sense that there is of course economic pressure to succeed, we have to survive, we have to be economic, that is one thing, and the other is the social area. We are still trying to integrate that. But in the end it is predetermined, so that means that if we cannot achieve the performance, with or without people, then at some point we are not justified, and as long as we are able to do that, to perform as a company, and at the same time still be able to (get?) social support, then everything is actually good. But yes, in the sense of being dependent, if you want to relate it in such a way that you can actively support and make it work in a modest area, so that it works as a whole, right? I think in that style.

A: Yes, that is good. Then yes, then we would have it, we would already be at the end of the interview. Thanks again for participating. Do you have any remarks or a topic that we have not mentioned yet, that you think would be important in this context?

B: No, I think we have discussed a lot. So I think that is ...

A: Yes, that is good.

B: That's good, yes.

Transkription Experten-Interview AVT Verpatec GmbH

Unternehmen: AVT Verpatec GmbH, Hombrechtikon

Durchführung: 31.07.2020 14:00 – 15:20, persönlich im Unternehmen

Interviewer (A): Boris Miethlich

Experte (B): Marcel Wicki

Transkription (Deutsch):

A: Okay.

B: Wenn Sie das so lange aufnehmen können.

A: Ja, das ist kein Problem.

B: Sicher?

A: Ja.

B: Ich habe das noch nie aufgenommen, ist gut, ja. Okay.

A: Ja eben, was ich untersuche, ist, wirklich zu schauen ... Also nicht, wie ... Ich sage jetzt einmal nicht Verhältnismässigkeiten, dass ich kann sagen, ja, wenn jemand, ein Unternehmen, sich jetzt engagiert in der beruflichen Eingliederung, passiert das und das, oder das sind die Auswirkungen, sondern mehr einfach schauen, welche Potenziale gibt es oder was sind mögliche Effekte, also positive wie negativ. Genau.

B: Ja. Ja.

A: Und anhand von Erfahrungen eigentlich von KMUs auch untersuchen. Ich sage jetzt mal in Grossbetrieben oder bei öffentlichen Unternehmen ist dann das noch relativ schwierig, auch von der Grösse her, dass man das nachher auch kann einschätzen, also vom grossen Ganzen eigentlich auch anschauen. Genau. Eben, nochmal danke vielmal, dass Sie sich da bereit erklären, mitzumachen.

B: Jawohl.

A: Möchten Sie nach dem Interview noch einen Kurzbericht?

B: Ja, doch, das würde ich gerne nehmen, ja.

A: Ist doch gut, ja. Und sollen die Daten anonymisiert werden? Also grundsätzlich, wenn es um einzelne Personen geht, das wird sowieso anonymisiert.

B: Ja, das ist klar, ja. Aber Firmen ...

A: Aber der Firmenname, das dürfen wir (unv.).

B: Ja, also wenn es Ihnen etwas bringt oder wenn Sie eine Referenz oder etwas ... Können Sie es schon offenlegen.

A: Ja, das ist doch super, ja. Danke. Und eben, an den Resultaten wären Sie auch interessiert?

B: Ja.

A: Doch, schicke ich Ihnen dann gerne. Eben, vom Interview her haben wir einfach zuerst gewisse ein paar einleitende Fragen. Und dann geht es eigentlich im Hauptteil darum, zu schauen, ja, eben wie sehen Sie das als Geschäftsführer, als Inhaber eigentlich, die berufliche Rehabilitation, was sehen Sie da für Auswirkungen, eben so in die Richtung dann mit Ihnen durchgehen. Und dann am Schluss einfach zwei, drei, persönliche Fragen, wie Sie das einschätzen.

B: Genau, ja. Ja, ist gut.

A: Genau. Eben, die Branche, wo Sie tätig sind?

B: Das ist Verpackungsbereich.

A: Und ihre aktuelle Funktion ist Geschäftsführung.

B: Geschäftsleiter, Geschäftsführer, ja.

A: Wann ist die Verpatec gegründet worden?

B: 1988.

A: Ja. Und wie viele Mitarbeiter haben Sie aktuell?

B: Ja, eben aktuell, ich sage jetzt, regulär dreissig. Wir haben jetzt gerade einen Hype gemacht mit diesen (Hamilton?) (unv.) sind wir auf sechzig rauf gerade, aber das wird jetzt wieder runtergehen, also ich sage jetzt einmal, dreissig ist etwa das, wo wir haben regulär, ja.

A: Und eben, Erfahrung in der beruflichen Eingliederung mit eigenen Mitarbeitern haben Sie auch?

B: Ja. Ja.

A: Ja. Gut. Können Sie vielleicht bitte kurz schildern, haben Sie da eine Strategie, was die Nachhaltigkeit betrifft, oder eben die soziale Unternehmensverantwortung, in Ihrem Unternehmen, also ich sage jetzt mal vielleicht auch, es muss ja nicht schriftlich vorhanden sein, einfach so vielleicht von der Werthaltung her?

B: Ja, das sind natürlich jetzt gerade zwei Sachen, oder? Das eine ist die Nachhaltigkeits-Strategie vom Unternehmen selber. Klar, das müssen wir natürlich haben, wir müssen eine gewisse Perspektive haben, wir müssen ja auch Visionen haben, was wir machen wollen. Und das andere ist die ganze soziale Komponente, oder? Was natürlich kann divergieren, das ist klar, es muss nicht gleich laufend sein. Ich weiss nicht, was Sie da genau wissen wollen, mehr sozial oder mehr auf die Strategie vom Unternehmen? Oder ...

A: Also ich sage jetzt mal die Strategie in Bezug auf Nachhaltigkeitsthemen, oder eben die soziale Unternehmensverantwortung.

B: Nachhaltigkeit, also soziale Nachhaltigkeit, so ein bisschen in Führungszeichen, so etwas jaja. Ja, da haben wir natürlich schon eine Strategie, die Strategie ist im Wesentlichen eigentlich das, dass wir auf tendenziell höher qualifizierte Personalfachleute setzen wollen würden, wo man universeller einsetzen kann.

A: Okay, ja.

B: Das ist jetzt grad im Zusammenhang mit den sozialen Komponenten, wo wir eben rehabilitierende Personen ins Unternehmen integrieren. Weicht das ein bisschen davon ab, das heisst in dem Sinn, dass wir eben auch gemerkt haben, dass wir da jeweils auch immer nur einen gewissen Anteil können solche Personen integrieren. Wenn es überlastet ist, dann funktioniert das System nicht mehr. Also mit anderen Worten, wir brauchen natürlich ein Zugpferd, Zugleute, wo ziehen, wo qualifiziert sind, und dann können wir auch noch andere haben, wo dann, ich sage jetzt, nicht auf dem Niveau sind, wo aber mithelfen, oder? Aber das muss immer im guten Gleichgewicht sein, sonst funktioniert das Ganze eben nicht.

A: Eben jetzt das Engagement auch mit der beruflichen Eingliederung, kommunizieren Sie das? Und wenn ja, in welcher Form?

B: Jawohl. Ja, das kommunizieren wir in dem Sinn, dass wir dort auch Sponsoring machen zum Teil für gewisse Organisationen.

A: Okay, ja.

B: Das können Special Paralympics sein, zum Beispiel, sind wir schon seit einigen Jahren unterstützen wir und das wird dann auch explizit aufgehängt und auch kommuniziert, dass die Leute auch sehen, dass wir dort auch tätig sind in dem Bereich. Ja.

A: Ja. Aber so im Jahresbericht oder so wird das auch erwähnt? Eben, wenn jetzt Leute kommen zum Beispiel von der IV, für eine Eingliederung.

B: Ja, wir tun natürlich keinen grossen Jahresbericht erstellen mit unserer Unternehmensgrösse. Den Jahresbericht, also ich als Alleininhaber mache den quasi für mich mehr oder weniger, also das muss man nicht machen, oder? Es geht mehr eher darum, dass man das sicher nach aussen teilweise kommuniziert, Werbung macht, Werbeinserate natürlich, wo wir dann gesehen werden, vor allem aber auch ist wichtig, dass die internen Mitarbeiter wissen, dass wir dort auch tätig sind. Das ist eigentlich so ein bisschen die Kommunikation in Führungszeichen von diesen Engagements.

A: Und inwiefern sehen Sie die berufliche Eingliederung und auch die Beschäftigung von Menschen mit Behinderung als Teil der sozialen Unternehmensverantwortung?

B: Das ist auch eine Möglichkeit, wo wir auch schon gemacht haben, schon zum Teil, ja man kann doch sagen, intensiv aufgegriffen haben. Da kann man zum Beispiel erwähnen, eine Person, wo wir gewusst haben, die ist körperlich beeinträchtigt, die ist aber dann gerade an einem Schritt gewesen in eine Invalidenrente, und da ist uns zu Ohren gekommen, dass die eigentlich einen Job sucht, wo sie könnte in einer Firma tätig sein, ist ihr aber nicht gelungen, und dann haben wir das Gefühl gehabt, ja doch, das wäre eigentlich eine Möglichkeit, wir könnten das mal versuchen, wir können ihr entsprechend die Möglichkeit geben im Betrieb, nachher auch Rücksicht nehmen auf die Behinderung, und dann zum (unv.) hat das dann das nicht funktioniert, weil sie dann eben von sich selber auch das abgelehnt hat, und zwar ganz aus dem einfachen Grund, weil sie Angst bekommen hat, dass sie dann keine IV-Rente mehr bekommt. Und das ist eigentlich ein typischer Fall, oder? Man meint es ja nur gut, man gibt ihnen Möglichkeiten und dann plötzlich realisieren die Leute, dass sie da aufpassen müssen, dass das da natürlich eine zweischneidige Sache sein kann und sie wollen sich nicht ins eigene Fleisch schneiden, also tun sie dann eher den Job ablehnen, dass sie dann tendenziell eher auf eine IV-Rente gehen können, oder? Dort sind wir auch schon aktiv auf die Leute zugegangen, und wie gesagt, da haben wir auch Erfahrung. Das Gleiche wäre auch da, dass man das in einem gewissen Rahmen könnte umsetzen im Betrieb, aber auch wie das normale soziale Engagement einfach nur in einem begrenzten Umfang, oder?

A: Wie viele berufliche Eingliederungen haben Sie bis jetzt in Ihrem Unternehmen durchgeführt, also mit den eigenen Mitarbeitern und mit, ich sage jetzt einmal, externen Personen?

B: Ja wir haben beides schon gemacht, wir haben aktuell eine interne Person, ich glaube, wir haben immer noch einen, wo von innen gekommen ist, von Glarus, Kanton Glarus kommt der, der ist immer noch tätig, also der ist bei uns angestellt zu einem reduzierten Pensum. Der ist jetzt ich schätze sicher schon drei, vier, Jahre bei uns eigentlich, der wird jetzt auch bald pensioniert. Und wir haben aber auch schon das andere gemacht, dass wir zum Beispiel vom Balm von Jona Leute gehabt haben zeitenweise, wo uns unterstützt haben, für ein bisschen untergeordnete Tätigkeiten, das haben wir auch schon gemacht, also von beidem haben wir schon Erfahrung.

A: Und was ist so grundsätzlich die Motivation, jetzt von Ihnen als Unternehmer?

B: Ja, die Motivation ist eigentlich die, dass man sagt, man möchte diesen Leuten auch die Chance geben, wo eigentlich im Prinzip keine Chance mehr bekommen, weil sie einfach nicht in der Lage sind oder aus einer körperlich, geistigen, Situation heraus nicht in der Lage sind, so zu arbeiten, wie wir das eigentlich verlangen. Und wir haben dort eigentlich auch mit der IV zusammen relativ gute Erfahrungen gemacht, dass eben Unterstützung kommt, das ist für beide Seiten interessant, klar, wir haben jetzt aber auch sehen müssen, dass natürlich längerfristig ist das trotzdem für uns als Unternehmung eher ein Nachteil, weil wir wollen die Leute nicht einfach wieder auf die Strasse setzen, sondern behalten die weiter, haben aber über die ganze Zeit eine Leistungsreduktion. Also wir kommen natürlich, obwohl wir dann die Leute haben, wir kommen nie annähernd auf ein Niveau, wo man kann von einem normalen Arbeitstätigen verlangen. Und das ist halt immer ein bisschen eine Hemmschwelle natürlich, am Anfang ist alles gut, wird auch finanziell abgegolten, aber mit der Zeit sieht man natürlich dann, dass man halt dann mit einem normalen Lohn einfach die Leistungen gar nicht kann erreichen, und dann halt dann irgendwann mal auch von der Einsatzfähigkeit her schwierig wird, dass man die Leute dann wirklich gut kann einsetzen und gut kann brauchen dann, oder?

A: Nutzen Sie auch die berufliche Eingliederung als Instrument, um Personal zu rekrutieren?

B: Ja, eben früher eher mehr, heute eher weniger. Wie ich am Anfang gesagt habe, die Strategie läuft eher ein bisschen in die Richtung, dass wir ein bisschen höher qualifizierte Leute wollen einsetzen, darum ist es im Moment eher in den Hintergrund geraten.

A: Können Sie mir vielleicht ein Beispiel kurz schildern von einer erfolgreichen beruflichen Eingliederung, jetzt unabhängig davon, ob es nachher eine Anstellung gegeben hat oder nicht, aber einfach, ich sage jetzt mal, von der Rehabilitation her, und vielleicht einfach kurz beschreiben, was dort auch die besonderen Herausforderungen gewesen sind.

B: Ja, also eben, wie gesagt, es ist eigentlich die Person, wo jetzt immer noch in unserem Unternehmen ist seit drei oder vier Jahren. Das ist eigentlich

letztendlich eine erfolgreiche Rehabilitation gewesen, also ich sage jetzt vor allem natürlich für Mitarbeiter, und zwar in dem Sinn, die Schwierigkeit ist einfach gewesen, gerade am Anfang, wir kennen die Person nicht, wir machen einmal einen Start. Ist zwar finanziell sind wir nicht unabhängig, das heisst lohnmässig sozial (unv.) werden ja übernommen, wir haben aber natürlich den internen Aufwand, diese Person einzuschulen, führen und so weiter, und einmal kennenlernen, das ist sicher ein Aufwand, wo wir betreiben müssen. Und ja, aber haben das eigentlich erfolgreich machen können und wie gesagt, ist jetzt auch schon seit einiger Zeit im Betrieb und das ist letztendlich eigentlich eine gelungene Sache geworden, kann man sagen.

A: Ja. Haben Sie da den Eindruck, dass es dort spezielle Anforderungen jetzt auch an den Vorgesetzten gibt oder an die Informationen für die Teamkollegen, wenn man jetzt so eine Eingliederung angeht, oder ist das so im normalen Rahmen?

B: Ja, also es gibt vor allem, ich sage jetzt, höhere Anforderungen an Vorgesetzte, man muss sich auch bewusst sein, dass man da das Leistungsniveau nicht gleich kann setzen. Gut, es kommt immer darauf an, was für eine (unv.) das ist, wenn er körperlich eine Behinderung oder eine Einschränkung hat, kann man es entweder umgehen, indem, dass man eine Arbeit hat, wo das nicht relevant ist. Dann sage ich, leistungsmässig kann man ähnliche Niveaus erreichen wie mit normalen Mitarbeitern, hingegen wir haben vielfach auch schon, und haben das zum Teil immer noch, auch Leute, wo psychische Probleme haben, das ist dann relativ schwierig, weil man natürlich nicht genau weiss, was ist jetzt los, warum klappt es nicht, wieso und warum sind sie plötzlich krank. Und das bedingt halt auch immer wieder, dass natürlich viel Verständnis auch von den Führungsleuten kommt, dass man sagt, Moment einmal, das ist die und die Situation, und darum kann das so sein, wie es jetzt halt ist, oder? Da muss man sich halt bewusst sein.

A: Aber so, dass es irgendwie Unstimmigkeiten gegeben hat dann unter den Arbeitskollegen oder so, das ist weniger ein Thema?

B: Nein, das ist kein Thema. Das ist aber deshalb auch kein Thema, weil das immer ganz klar kommuniziert wird, also in einen vernünftigen Informations-(communicate?) dass man sagt, wir haben die und die Leute, die kommen von dort und dort her, und dann ist eigentlich das vom Tisch. Das heisst, das Verständnis von den Leuten ist eigentlich da, es wäre vermutlich nicht da, wenn sie nicht wissen, was ist, weil dann sagen sie, der arbeitet nicht recht, macht nicht recht, aber so haben wir jetzt eigentlich da, ich sage jetzt, in den meisten Fällen nicht das Problem, klar, es kann einmal Fälle geben, vor allem, wenn es psychische Probleme sind, wo man vielfach nicht das Verständnis aufbringt, wieso fehlt jetzt der wieder, zum Beispiel. Manchmal gibt es halt immer noch vielleicht von den einzelnen Mitarbeiter, dass sie halt das nicht ganz verstehen, oder? Und dann sind wir aber auch, wir haben dann auch irgendwelche Grenzen, wo wir müssen sagen, so jetzt müssen wir halt mit den Leuten mal reden, also mit dem Mitarbeiter reden, was ist jetzt los, wieso und warum, was kann man machen und so weiter, weil irgendwann ist das sowieso nicht mehr tragfähig.

A: Eben im Zusammenhang mit der beruflichen Eingliederung, sind daraus Innovationen entstanden oder irgendein neues Produkt, eine neue Dienstleistung, oder hat man können Arbeitsabläufe optimieren? Also die Frage ist so ein bisschen so gemeint, eben jetzt sieht man halt das Produkt und hat vielleicht eben einen Mitarbeiter mit Einschränkungen, vielleicht körperlich behindert ist, und man das Produkt anders, oder einfacher benutzbar könnte umgestalten, so ein bisschen in die Richtung.

B: Ja, das ist bei uns eher nicht der Fall. Das wäre höchstens dann der Fall, wenn man aus dem heraus sieht, dass irgendein Produkt nicht so anwendbar ist, wie wir es eigentlich gedacht haben. Weil eben zum Beispiel die Person kann das jetzt eben grad nicht so anwenden, oder? Aufgrund von der Behinderung. Das haben wir jetzt aber eigentlich so nicht erlebt, also wir haben jetzt eigentlich vielfach sowieso Produkte, wo der Kunde uns vorgibt, also wir machen die Verpackung kundenspezifisch. Und er sagt, so muss es aussehen, und wir kümmern uns eigentlich nicht um irgendwelches Design oder Handhabung und so, das ist eher sekundär.

A: Hat es vielleicht andere Effekte gehabt? Also eben, dass daraus eben vielleicht Innovationen entstanden sind, oder ...

B: Nein, eigentlich nicht, eher das Gegenteil, dass eben der Aufwand grösser wird. Also Innovation nicht unbedingt, also vielleicht höchstens Innovation im Sinn, dass man halt muss schauen, dass andere Prozessabläufe optimierter können werden aufgrund von der Situation. Aber das würde ich jetzt nicht unbedingt der Behinderung zuschreiben, es könnte auch bei normalen Mitarbeitern der Fall sein, wenn man einfach sieht, das ist kompliziert und so, dann müssen wir etwas machen. Ja.

A: Wie schätzen Sie das Verhältnis ein von Aufwand und Ertrag von der beruflichen Eingliederung? Sie haben vorher gesagt gehabt, über eine längere Zeit betrachtet ist der Aufwand eher grösser als der Ertrag.

B: Ja. Das ist eben so, das ist ein bisschen schwierig zu sagen, ich habe jetzt einfach das erwähnt aufgrund von den Erfahrungswerten, wo wir haben, mit unseren Leuten, wo wir eingestellt haben. Das Verhältnis ... Ja, es ist so ein bisschen ein Mix, sage ich jetzt einmal. Im Endeffekt, vermute ich, ist es etwa ausgeglichen. Am Anfang ist einfach halt der Aufwand gross, bis die Person einmal eingeschult ist, alles kann, oder das kann, wo sie können sollte. Und vielfach haben wir auch schon gesehen, dass es dann einfach mit der Zeit einen Leistungsabfall gibt. Ist manchmal noch schwierig zu sagen, wieso, ob es eine gewisse Routine gibt, ein gewisses Unbehagen vielleicht, oder was auch immer, ist manchmal schwierig zu sagen genau. Aber einfach ein gewisser Abfall. Wir haben jetzt eine Person, wo ich vorher auch erwähnt habe, wo schon ein paar Jahre jetzt bei uns im Betrieb ist, wo wir einfach halt auch sehen, die ist dann langsam in einem Pensionsalter, wo einfach halt die natürliche Leistungsfähigkeit auch abnimmt. Kommt dann zur Handicapierung eben noch dazu. Das heisst, wir haben dann einfach einen entsprechenden Abfall, muss aber fairerweise auch sagen, dass natürlich der lohnmässig, er hat glaube ich auch eine IV-Rente, wo er bekommt, irgendwie 50 Prozent, zahlen wir natürlich entsprechend auch weniger, darum kann ich

auch sagen, ist es so plus/minus etwa im Gleichgewicht. Also finanziell, Ertrag-, Leistungs-mässig ist etwa das im Rahmen.

A: Ja. Und eben, kann man da sagen, ohne die Leistungen oder Anreize auch von den Sozialversicherung wäre das in dem Sinn nicht möglich, berufliche Eingliederungen durchzuführen?

B: Nein, absolut nicht. Also ich glaube, wir haben im (unv.) schon geredet gehabt, wir haben ja seit ich angefangen habe, vor etwa ... Wenn ist das gewesen, 2000, zwanzig Jahre, haben wir uns auch schon darum bemüht, dass wir eventuell IV-Leute teilweise könnten einsetzen, haben dann aber relativ sehr wenig Unterstützung gekriegt, finanziell schon fast gar nichts. Und dann ist es für uns nicht infrage gekommen, jetzt in letzter Zeit habe ich den Eindruck, dass es eine bessere Unterstützung gibt. Auch eine längere Unterstützung. Das hilft dann natürlich auch, dass man so einen Schritt eher sich kann überlegen, weil das finanzielle Risiko, wo man nicht hat. Dann kann man sagen, okay, wir müssen einfach den Leistungsaufwand, wo wir müssen betreiben als Firma, den müssen wir noch, ich sage jetzt, finanzieren, aber der ist dann auch eher tragbar. Und man kann jederzeit aussteigen, ist auch ein wesentlicher Punkt. Wenn man sieht, es geht so halt wirklich nicht aus irgendeinem Grund, dann kann man es abrechnen. Dort, denke ich, sind die Grundlagen schon eigentlich angenehm jetzt für einen Unternehmer. Man kann sagen, ja doch, man kann das jetzt einmal riskieren, oder? Das finde ich eigentlich soweit auch wichtig und gut.

A: Welche Reaktionen oder Auswirkungen haben Sie gemerkt von ausserhalb, oder auch innerhalb vom Unternehmen, auf Ihr Engagement in der beruflichen Eingliederung? Haben Sie da Rückmeldungen bekommen, oder ...

B: Ja, ist natürlich immer eher bescheiden, aber ich sage jetzt einmal, als Führungskraft darf man auch nicht zu viel erwarten. Klar, ich meine ich höre immer wieder, dass natürlich die Leute auch dankbar sind, oder? Wir haben einige Leute gehabt, wo also schwer am Abgrund gewesen sind, auch Junge zum Teil ein paar, wo sonst nie ein Problem gehabt haben, die sind sehr dankbar, dass sie einen Einstieg bekommen haben. Das hört man schon zwischendurch wieder, in der Regel eher weniger halt, oder? Ich gehe davon aus, die Leute schätzen es innerlich schon, aber sie können es nicht so zeigen oder wollen es nicht so zeigen. Aber ich denke es ist schon okay, weil man merkt ja im Umgang mit den Leuten, wie geht es ihnen heute, sind sie zufrieden, sind sie unzufrieden. Und ich denke von dem her merkt man schon, dass es diesen Leuten eigentlich gut geht, oder?

A: Aber so Rückmeldungen von Dritten?

B: Ja, gibt es schon auch eher mehr auf der sachlichen Ebene, natürlich wir haben eben auch schon mit einer IV oder SVA Zürich und so schon Kontakt gehabt, das ist einfach dann ... Ist ja auch ein Stück weit ihr Job natürlich, die tun so Leute vermitteln, zum Teil eben auch bevor sie in eine IV reinfallen, tun sie die versuchen zu vermitteln. Klar sind die froh, wenn sie die Leute vermitteln können, aber wie gesagt, das ist ihr Job und so, und von dem her, darf man jetzt nicht erwarten, dass da jetzt eine grosses Lob oder ein grosses

Dankeschön kommt, aber einfach, ich sage jetzt im normale geschäftlichen Rahmen, wie es abläuft, ist es (vertagt?) und dann ist es erledigt, oder? Und das ist klar.

A: Eben Leute, wo in der Eingliederung sind, haben die dann auch direkten Kundenkontakt, oder ist das weniger ...

B: Also bei uns jetzt ist es nicht der Fall. Könnte aber durchaus der Fall sein. Also wir haben jetzt, glaube ich ... Ich mag mich nicht erinnern, im Bürobereich, ob wir da schonmal jemanden gehabt haben ... Aber eben, im Bürobereich wäre das absolut denkbar, dass die auch können Kundenkontakt haben, aber im Produktionsbereich aus der Natur der Sache ist es eigentlich nicht gegeben, dass der Kundenkontakt hat.

A: Rückmeldungen von Kunden jetzt zu Ihrem Engagement hat es in dem Sinn ...

B: Nein.

A: Das nicht?

B: Nein. Eben, ich denke es wird vermutlich sicher wohlwollend aufgenommen, wie gesagt, wir haben auch in unserem Pausenraum, wo wir Gäste haben, ist es auch ausgehängt, also man sieht es eigentlich. Aber nicht, dass da jetzt ... Ja, es spricht vielleicht einmal der eine oder der andere einen an (unv.).

A: Und eben, wenn es vielleicht Ausschreibungen gibt, Projektausschreibungen, wo man sich muss darauf bewerben, ich weiss nicht, ob das bei Ihnen auch der Fall ist.

B: Ja.

A: Ist dann das etwas, wo man erwähnt?

B: Nein.

A: Das nicht?

B: Nein. Nein, es ist ja nicht, wie soll ich sagen, etwas, wo verlangt wird. Klar, ich denke jeder Kunde würde das gerne sehen, ihn würde das auch freuen, aber nicht, dass das irgendwie einen Einfluss hätte, weil letztendlich geht es ihm eigentlich darum, dass er seine Sachen richtig bekommt und ... Aber ... Ja.

A: So. Das sind so die zwei komplexesten Fragen, wir haben schöne Hilfsmittel. Und zwar eben, aus Ihrer Sicht jetzt einfach allgemein oder zum Beispiel auch von Ihrem Unternehmen, welche Stakeholder oder Interessengruppen werden tangiert bei einer beruflichen Eingliederung? Es gibt so ein Modell, da sind einfach so gewisse Beispiele oder Möglichkeiten aufgeführt, so verschiedene Perspektiven.

B: Letztendlich muss man sehen, dass kann ein Verwaltungsrat sein anteilsnehmend natürlich von einer Firma, die werden indirekt natürlich sehr wohl tangiert, also mit dem Ergebnis letztendlich. Nicht unbedingt mit den Leuten persönlich, ich denke eher weniger, bei uns ist es relativ einfach bei den Alleinaktionären, also von dem her, stellt sich das Problem eigentlich nicht, das ist meine persönliche Sache, wo tangiert natürlich, das ist auch eine persönliche Einstellung, will man das, will man es nicht haben. Aber klar, letztendlich ist es immer so, dass natürlich irgendwo auch eine

Gesamtleistung muss rauskommen von der Unternehmung, und die muss einfach passen, oder? Und wir schauen, also ich persönlich schaue auch sehr stark darauf, dass man einfach möglichst einigermaßen Ausgeglichenheit kann haben, dass man also nicht, ich sage jetzt, die einen haben einen Riesenstress und der andere schiebt eine ruhige Kugel. Ich stelle aber natürlich auch fest, das ist Theorie, in der Praxis gibt es immer so Unterschiede natürlich, aber eigentlich dass man das ein bisschen kann ausgleichend wirken, das ist meine Überzeugung, wie es sollte eigentlich sein, oder? Und dort kommt es dann aber eigentlich nicht darauf an, ob jetzt irgendwie einer mit einer Behinderung arbeitet oder nicht, das heisst einfach entsprechend, dort, wo er kann leisten, wird er eingestuft, das heisst mit anderen Worten logischerweise, wenn einer so ein bisschen handicapiert ist, kann er nicht das Gleiche, nicht die gleiche Leistung, bringen, wie einer, wo es nicht ist, dann muss man es entsprechend abwägen, wo sollte das sein, damit das passt, oder?

A: Jetzt gehen wir zu der nächsten Frage. Eben da geht es ein bisschen um die Auswirkungen eben von der beruflichen Eingliederung fürs Unternehmen, eben da die berufliche Eingliederung, ich habe da das Modell von St Gallen, ein Managementmodell, wo eigentlich so das Unternehmen und das Umfeld schematisch abbildet und jetzt würde ich es einfach kurz gern durchgehen und die einzelnen Momente mit dir noch kurz anschauen. Wir fangen am besten mit den Prozessen an. Management-, Geschäfts- und Unterstützungsprozesse, sehen Sie da in Bezug auf die berufliche Eingliederung Auswirkungen oder Implikationen, wo den Teil vom Unternehmen tangieren?

B: Ja, natürlich schon, ich sage vor allem Management-Prozesse natürlich. Geschäftsprozesse vielleicht eher weniger. Unterstützungsprozesse natürlich auch. Das sind die beiden, wo man muss, sagen, wo man ein bisschen speziell muss auch Rücksicht nehmen. Also man kann das nicht immer Null-acht-fünfzehn führen zum Beispiel, Leute führen. Auch Unterstützungsprozesse heisst im Zusammenhang mit der Führung natürlich, dass man dort auch unter Umständen speziell muss Acht geben, spezielle Sachen muss berücksichtigen. Dort sind sicher ein bisschen, ich sage jetzt, erhöhte Anforderungen nötig. Geschäftsprozesse als solches werden nicht tangiert, die bleiben eigentlich gleich. Höchstens vielleicht einmal ein Ablaufprozess, wo man vielleicht ein bisschen anders würde abwickeln, aber letztendlich sind die Prozesse gegeben und die sind eigentlich so plus/minus einzuhalten auch, oder? Also heisst auch konkret, wir können nicht die ganzen Prozesse um die Leute herum konstruieren, sondern wir müssen einen optimalen Prozess haben und das mit den Leuten können umsetzen, oder?

A: In Bezug auf die Ordnungsmomente, das wären Themen eben wie Strategie, Strukturen, Kultur. Also es gibt so, wenn man in der Literatur schaut, gibt es so die Hypothese, eben, dass ein Unternehmen schon gewisse entwickelte Unternehmenskultur muss haben, dass überhaupt eine berufliche Eingliederung kann möglich sein, also allein von der Akzeptanz,

auch von den Mitarbeitenden her, und der Vorgesetzte die Führungskompetenz hat, umgekehrt heisst es aber auch, dass eine berufliche Eingliederung die Unternehmenskultur auch kann fördern.

B: Ja, ich sehe auch beides ein bisschen. Es ist eine Gegenseitigkeit, bin aber auch der Ansicht, dass eine gewisse ... Ja, Kultur ist jetzt ein bisschen ein hohes Wort, aber es geht ein bisschen in die Richtung, eine gewisse Unternehmensgemeinschaft, ein gewisser Boden, muss vorhanden sein, damit man die Person kann vernünftig integrieren, weil sobald, dass natürlich die Struktur nicht gefestigt ist, dann haben wir auch kein Auffangnetz und nichts, dann sind die irgendwo und werden nicht gut betreut und so weiter. Das denke ich ist so. Auf der anderen Seite hat es natürlich auch eine Auswirkung auf die Kultur, in dem Sinn, dass man natürlich eine Kultur kann anpassen, oder? Aufgrund von der Erfahrung und von den Auswirkungen kann man natürlich da Korrekturen anführen von der Unternehmenskultur und dort das entsprechend anpassen.

A: Ja. Von den Strukturen her, wie ich das verstanden habe, eben sind die Personen, wo in der beruflichen Eingliederung sind, arbeiten grundsätzlich wie normale Mitarbeiter?

B: Ja.

A: Genau, ja. Dann würden wir zum Nächsten kommen, das sind die Entwicklungsmodi heissen die in dem Modell, da geht es eigentlich um die Erneuerung und die Optimierung von der Organisation als solches. Sehen Sie da Auswirkungen oder Implikationen?

B: Ja, höchstens einfach in dem Sinn, dass wenn man sagt, wir haben so Leute im Unternehmen, man will das längerfristig weiter beibehalten, dass man auch auf das muss Rücksicht nehmen. Also auch ... Das kann eben auch von der Unternehmensentwicklung sein, aber auch da natürlich, die Unternehmensstrategie sollte man eigentlich durch das nicht müssen tangieren, aber es kann einfach eine geringfügige Anpassung geben, dass man sagt, jetzt setzen wir es halt ein bisschen anders um, das kann natürlich auf jeden Fall eine Konsequenz sein, oder?

A: Der nächste Punkt wären die Anspruchsgruppen, das haben wir auch schon bei der vorherigen Frage kurz angeschnitten gehabt, sind jetzt in dem Modell zum Beispiel eben Kapitalgeber, Kunden, Mitarbeitende, die Öffentlichkeit, der Staat, Lieferanten, Konkurrenten. Sehen Sie da Auswirkungen oder Implikationen?

B: Nein, eben eigentlich nicht. Eigentlich gar nicht. Und das ist eigentlich eben auch vielleicht ein bisschen schade natürlich, oder? Letztendlich kommt das Engagement nicht nur der Firma zugute, sondern auch der Allgemeinheit. Und es wäre vermutlich auch sicherlich wünschenswert, wenn man dort eine gewisse Akzeptanz oder auch, wie soll ich dem sagen, vielleicht eine gewisse Honorierung von der Öffentlichkeit mitbekommen würde. Also das kann zum Beispiel, ich sage jetzt auf den Punkt gebracht, wenn es Ausschreibungen gibt, dass man sagt, man tut das entsprechend auch gewichten, wenn jemand so Leute engagiert, einfach schon in einem unteren Bereich, aber man lässt es nicht einfach auf der Seite, sondern berücksichtigt es einfach noch mit.

Weil, wie gesagt, letztendlich ist es etwas, wo der Allgemeinheit etwas bringt. (unv.) Lehrlingsausbildung, ist genau das Gleiche, oder? Es bringt der Allgemeinheit etwas, bringt den einzelnen Personen etwas, und das wäre, ich sage jetzt einmal, wünschenswert, wenn man da noch irgendwie ein bisschen eine Honorierung würde sehen, in welcher Art und Weise auch immer, oder? Merken wir heute aber eigentlich nicht. Ja.

A: Also wäre etwas, wo eigentlich auch vom, wie soll ich sagen, von den Gesetzen her oder vom Bund her da gewisse Anreize müssten geschaffen werden, eben, dass die Punkte berücksichtigt werden.

B: Ja, also eben, wie gesagt, man kann sagen, wenn der Bund zum Beispiel, ich sage jetzt, konkret einen Auftrag vergeben möchte, es gibt eine Ausschreibung oder ein Direktverfahren, tut er die Aufträge vergeben, dass er dann eben auch sagt, mich würde es freuen, wenn die Unternehmungen so Leute beschäftigen und das in die Beurteilung miteinbeziehen würden. Klar, das Produkt letztendlich, die Konditionen, die müssen in einem gewissen Rahmen sein, das ist logisch, aber dass man es mitberücksichtigt und sagt, doch, ich finde die machen das jetzt gut und das sollen wir unterstützen und das berücksichtigen wir mit, so in dem Stil eigentlich.

A: Dann kommen wir noch zu den Interaktionsthemen, das sind eben Normen, Werte, Ressourcen, Anliegen, Interessen. Also jetzt auf eben das Unternehmen und vielleicht auch die Unternehmenskultur auch bezogen, sehen Sie da Implikationen oder Auswirkungen?

B: Ja, natürlich Ressourcen insofern, dass man natürlich unter Umständen auch Führungskräfte muss haben, wo das mittragen. Also es nützt nichts, wenn der Unternehmer alleine sagt, jetzt machen wir das und alle anderen sagen, ein völliger Seich, oder? Die müssen natürlich das auch mittragen, die müssen letztendlich mit dem auch klarkommen, das ist klar, also von dem her hat es auf jeden Fall Auswirkungen. Hat auch Anliegen und Interessen natürlich spielt das hinein, dass da gewisse Anliegen und Interessen natürlich kommen und man muss das als Gesamtes dann können beurteilen und schauen, was kann man dort entsprechend machen und umsetzen, oder?

A: Dann der letzte Punkt wäre die Umweltsphäre, also so das Ökosystem, wo jetzt das Unternehmen drinnen ist, auch in Bezug auf die Gesellschaft, Natur, (unv.) relevant, Technologie und Wirtschaft. Sehen Sie da gewisse Auswirkungen, Implikationen, Wechselwirkungen?

B: Ja eher in einem untergeordneten Bereich denke ich, weil das sind dann meistens eben, also jetzt ich sage es aus der Erfahrung, wo wir haben, meistens Leute, wo im untergeordneten Bereich sind, wo dort nicht direkt Einfluss nehmen oder können haben jetzt bei uns, aber das muss natürlich nicht so sein. Also konkret, man kann auch einen Doktor einstellen, wo irgendwie sonst irgendein Problem hat, aber der sonst eigentlich eine gute Leistung bringt, oder? Der könnte natürlich jetzt da technologisch oder wirtschaftsmässig natürlich sehr wohl Einfluss nehmen. Ist jetzt aber bei uns nicht der Fall. Also es kann dort einen Einfluss geben selbstverständlich, bei uns ist es nicht der Fall.

A: Wie würden Sie das einschätzen, merken Sie da vielleicht eher, dass ein gesellschaftlicher Druck auch da ist, dass Unternehmen mehr soziale Verantwortung übernehmen?

B: Nein.

A: Oder im Endeffekt ist das nicht ...

B: Nein. Nein, es ist in der Gesellschaft in dem Sinn kein Thema, mehr dann quasi, ja, wenn man es dann anspricht, es wird geschätzt, dann klingt das gut und so, oder? Aber nicht, dass man sagt, ja, man sollte jetzt, das empfinde ich nicht als Thema in der Gesellschaft. Es gibt natürlich auf der anderen Seite auch bereits Organisationen, wo die Leute zum Teil eigentlich gut untergebracht werden, eben beispielsweise Balm und so. Und dann denke ich mir, hat man auch das Gefühl, die sind schon irgendwie versorgt, oder? Es braucht nicht da noch Unternehmen, wo noch speziell dann schauen, oder?

A: Ja, das ist doch gut. Ja, dann sind wir schon bald am Ende vom Interview. Ich möchte Sie noch ... Was ist Ihre Ansicht jetzt auch zu dem Thema, wo ich da untersuche? Wenn das die Auswirkungen sind von der beruflichen Eingliederung auf das Unternehmen.

B: Ja, was ich vor allem finde, ist natürlich, dass die ganze Sozialkompetenz natürlich ziemlich stark steigt. Also nicht nur von den Führungsleuten, vor allem Führungsleute, aber auch von den Mitarbeitern selber, das finde ich eigentlich ganz wertvoll, es ist auch ein bisschen untergeordnet, aber es ist eigentlich wertvoll, oder?

B: Das ist spannend, ja.

B: Das ist noch interessant, ja. Und ich finde das ist auch generell ein Punkt, wo man nicht sollte unterschätzen, es fängt schon in der Schule an, Sozialkompetenz, finde ich, ist noch recht wichtig und das gibt ja eigentlich einem auch sehr viel (Input?), wo man sonst im normalen Wirtschaftsleben, wo es halt immer so zack zack und so läuft, ist es halt auch ganz anders, oder? Und das finde ich eigentlich noch ganz interessant.

A: Was denken Sie, der langfristige Erfolg von Schweizer Unternehmen, wird er massgeblich von Themen der Nachhaltigkeit oder sozialer Verantwortung abhängig sein? Oder ist das ...

B: Nein, ich glaube das ist schon getrennt, das ist getrennt, das muss man auch getrennt ... Also ich beachte es natürlich getrennt schon in dem Sinn, dass man natürlich wirtschaftlich einen Erfolgsdruck hat, wir müssen können überleben, wir müssen wirtschaftlich sein, das ist das eine, und das andere ist der soziale Bereich. Bei uns versucht man noch, das zu integrieren. Aber letztendlich wird das vorgegeben, also heisst, wenn wir natürlich die Leistungen, mit oder ohne Leute, nicht können erreichen, dann haben wir irgendwann keine Berechtigung, und solange wir in der Lage sind, das zu bringen, die Leistung zu bringen als Unternehmung, und gleichzeitig noch können so soziale Unterstützung (holen?), dann ist eigentlich alles gut. Aber ja, also eben, in dem Sinn eben abhängig, wenn man es so in Bezug bringen will, dass man einfach das auch vermutlich eher in einem bescheidenen

Bereich kann aktiv unterstützen und aktiv machen, damit das überhaupt als Gesamtes funktioniert, oder? Ich denke so in dem Stil.

A: Ja, das ist doch gut. Dann ja, dann hätten wir es, wir wären schon am Ende vom Interview. Danke nochmal vielmals für die Teilnahme. Haben Sie noch Anmerkungen oder ein Thema, wo wir jetzt nicht angesprochen haben, wo Sie denken, das wäre noch wichtig jetzt in dem Zusammenhang?

B: Nein, ich glaube wir haben sehr viel besprochen. Also ich glaube das ist ...

A: Ja, das ist doch gut.

B: Ist gut so, ja.

Hämmerli Technik GmbH / The hire guys GmbH

Transcription Expert Interview Hämmerli Technik GmbH / The hire Guys GmbH

Companies: Hämmerli Technik GmbH / The hire Guys GmbH, Netstal

Implementation: 05.08.2020, 15:00 - 16:00, personally in the company

Interviewer (A): Boris Miethlich

Expert (B): Lukas Hämmerli

Transcription (English translation):

A: Otherwise we'll go through this briefly, that's good, exactly. Exactly. Exactly, you already have experience with professional integration.

B: Your own employees, that is the question now, is that ... If, for example, a Mr Schiesser is now a Mr Schiesser, is that considered external or internal, so that was your own ...

A: Well, that was more of an own idea, if you had one now, where you were employed on a permanent basis, got sick, and were reintegrated into your company. After all, you have had mainly external ones.

B: Yes, then I have no experience with my own, so to speak, in this case, two external ones.

A: Yes, that is good. In terms of structure, the introductory questions, we would actually have had them already. Then the main questions, where the effects on the company are really important, we would go through step by step. And then finally, two or three questions for your personal assessment of the topic. Exactly. Can you briefly describe, do you have a strategy regarding sustainability or corporate social responsibility?

B: There is no written strategy. I say, if it makes sense for both sides, or, you can pursue it there. That's why I implicitly ticked off the box, you don't do that in a way of complaining, the company is just a bit small, and it is not one of our core businesses to do it that way. So for me, something like that can be sustainable, the question is of course what to do with it, right? But that ...

A: But it is actually still something that you pursue, or a concern that you are involved in?

B: Yes, you could say it is perhaps not entirely altruistic, in the sense that we as taxpayers have to finance people who have somehow left the labour market. I can do my bit to ensure that perhaps, it would be nice to have someone less without a job and find their way back into the world of work through my commitment, then I have made a small contribution there and from that, yes, you could consider it sustainable, as a strategy.

A: Yes, definitely. Do you then also communicate this, the commitment? Or

...

B: There will be no communication in that sense, I ticked that off there, and when asked I will of course explain what the person is doing there, why they are here and who (unv.) they are, and we don't actually do that in a way that is great there.

A: And how do you see it in principle, I mean employment of people with disabilities or professional integration as part of corporate social responsibility, i.e. now independently of your company?

B: That's what I answered, it may sound a bit harsh when you say that you can do low work at a reasonable cost. In other words, I say now, as an example, if you have a vehicle to be reconditioned here, and you have someone who has perhaps a good engine, I say now, but who is simply more quickly overwhelmed with more complex tasks, you say we can clearly define the task for that person, if you say that reconditioning a vehicle is actually always about the same. And the risk of mental stress is lower than with complex tasks, and it is a job that has to be done, somebody has to do it, right? And if someone can do that as a start, then it's a step for the person himself, so that he ... You can offer a perspective and a regular daily routine, so to speak, you start at eight in the morning (and so on), in between there's a break and lunch and the perspective is that you can do something. Now for those who work with their hands, or work by hand, you would have achieved something (etc.) That could be a strategy there. And for me that is a benefit, because I don't have to do it myself, I can take care of other tasks in the sense that I am the more expensive man at that moment, right? Yes.

A: How many job placements have you already carried out in your company?

B: We have ... Yes, when you say it has been carried out then, when it has been successfully completed, then I don't have one yet. So there are two outsiders, where you would have had to be a mechanic, both of them dropped out in the end. And now someone is working in the office, she is still there, so she is on it and that works too.

A: But then they would actually have three people.

B: Been involved with three people (unv.).

A: Right. You have already mentioned your motivation for professional integration. As you write here, a win-win situation for both sides.

B: Yes. That's the bottom line, yes.

A: Exactly, so you also use the professional integration for personnel recruitment?

B: For me it is quite conceivable, I explained this as follows: if a successful rehabilitation has taken place and the person can take over in the company, then you have the clear advantage that the person concerned already knows the company, the person knows the processes in the company. And you know each other, so the interpersonal aspects are already there, so if it is a matter of keeping someone employed, then these are all things where you don't have to re-rail, that is simply (unv.) benefit for the company.

A: What do you see as the challenges of professional integration, now I'm going to say from the point of view of the organisation, requirements for leadership skills perhaps, also information from other employees or partners.

B: Yes, you can say that hard and say, depending on the case, you should almost have an additional qualification as a psychologist, I can say that from my experience, of course, it brings with it that depending on the reason where the person is in the program at all, a bit different skills are needed, and the

challenge is in principle, where is the demarcation as I can offer a certain amount of support until then, and anything that goes beyond that must either be outsourced or, in the worst case, the measures must be discontinued because the capacity is simply not there. The other thing is information from employees, team colleagues, that's not such a challenge in the sense of not having so many employees in my company, so there's somebody else who takes over certain tasks, that's actually one of those things. Yes, on the question of how things went on with the people concerned afterwards, I don't know exactly where they stood, it's ... we don't include names, or is that ...

A: No, this is already anonymous.

B: That would be anonymous?

A: Yes.

B: Well, one of them, as far as I know, is still on status quo, he hasn't made any progress, he's still working on it a bit. History has repeated itself, so I've noticed that just recently. The other one is in psychiatric treatment, as far as I know, in Graubünden at the moment, how things will continue there is written in the stars, the view changes weekly I think, but I don't really have any contact there anymore. These are now the two where I know how things have gone on. And it's still the case with Mrs Jud, she's still working on it, or, we're actually in the process of building it up now, that's the way it is ... Perspective is still difficult there. Yes.

A: In the context of vocational integration, there has been some innovation, i.e. a new product or service. Or have work processes been adapted, i.e. somehow more must be structured or done differently, where perhaps something has contributed to the overall optimisation?

B: So what may not be directly related to the reintegration programme, but was created in connection with it, is a small (unv.), where it simply illustrates in principle what kind of job is to be done, which vehicle it concerns, or simply illustrates as a structure what is to be done, what is to be replaced, for example, that's a bit ... When we walk in there now, so that we can say, that's there, that's there, is of course not the same as when someone comes and says, I'm coming tomorrow as part of a programme and I have a certain task to expect, this also goes in the direction of documentation of processes, how do I proceed, everything, preparation, and that of course gives a synergy also for the company itself, because you can always do it the same way and always work in the same order system there, that of course brings something at the end.

A: How do you assess the relationship between costs and returns, now in terms of professional integration?

B: If we assume one hundred percent, fifty-fifty.

A: Well, what you have to invest and what you get back as work performance, does that lift the scales or ...

B: That varies, it depends ... on the task, where you distribute, I'll say. I say it is perhaps a bit more complex than just dealing with it in one or two sentences, because depending on the task where I distribute, I assume that a person may have longer, i.e. it takes a certain amount of time to get used to it, and

at the moment the effort for me, seen from my side, is higher than the return, which is what it brings out now. But in the long run, if the person concerned is there for three, four or five months, the second, third or fourth time it works better, and the fifth time it works as it has to, and then we are actually much more on the plus side, on the income side, for the simple reason that we don't need the training time, that's a bit more than everything else, I say, in the ideal case, where you put in, you'll get out for sure, if not a bit more, that's my opinion.

A: How do you see it, would such a professional integration also be conceivable without benefits or support from the social security system? Or would that not be economically possible?

B: For larger companies, where the flag is clearly set, sometimes also as a marketing strategy, write "We take care of such cases and so people." Yes, they can simply afford it, I can honestly say now. As a company my size, of course not. Because it's ... I'll just give you an example: if I have to instruct someone to do something for an hour, I do nothing else for an hour, and then at some point the scales are raised and it comes back, so now we're talking about this daily remuneration, where (unv.).

A: For example, yes.

B: Whatever, (unv.) for the company where it offers. I think for companies of my size it is relatively important because it is one to one time where nothing can be charged, so simply put. If it's a big company now and you say, you might have one anyway, the question arises, does the big company have a social officer in principle, who says, we might have two or three people like that, because we have the capacity, we can also place them in an existing training centre, and I can't do that, I'm too small for that, right?

A: Well, I can reassure you that even large companies, such as Migros or SBB, do not do it for free. Or a bank in Zurich, 1500 employees, they make a huge fuss and advertise on social media, they would reintegrate people and have exactly one workplace. They don't do it for free either.

B: The statement is true, but yes, the relationship is a bit different, isn't it?

A: No, I think it should be there for that, and I think it also has to do with being able to relativise or cushion certain risks somewhere. I think that the money could probably be invested more difficultly, or the public authorities could invest the money more difficult.

B: That's definitely the case, I noted it down, the person (unv.) comes in on the first day, (unv.) some tool for 300 pruning hooks, yes, and he didn't do it on purpose, but simply because he didn't know any better, yes, you could sue the insurance company, that's a threshold limit where we say, yes, well, then we're here for five days and then the thing is paid for again, like this. Yes, it is feasible, isn't it?

A: Right. What reactions have you received for your commitment, perhaps externally, within the company, from partners?

B: Well, I have now written quite positively. It is not entirely positive, depending on your mood, it varied a bit, I'm afraid you can say that, but on the whole it was certainly welcomed that you are doing it. Because I say that,

regardless of the time we are at the moment, people are more inclined to look for help, in the sense that I don't have a job, I want a job and I am not yet ready for the labour market, and that it is nice if you give them the opportunity to get there, to see that they want to, of course, and that will certainly be received positively. So this is where I got my feedback.

A: And in direct customer contact, the people where they have had to reintegrate, who have also had customer contact, has that been problematic, or ...

B: It has sometimes been problematic, but in some cases it has also been very well perceived. It has been problematic in the sense that if one of them was overstrained with the situation, to stay calm and to react cool and say "You, sorry, I'm stressed right now". "Come back another time." Or should call me or whatever. It has always been like that ... Maybe I haven't been here or gone, that more or less took place. So you can't generally say that you have to keep people away from customers in the sense that you just have to maybe ... Yes, is something that in my particular case I would have to write on my cap and say that we have to arrange things a bit differently in that sense, don't we? But now with this person in the office it's no problem at all, so you can let go and say "Make an appointment" etc. pp. But that's maybe a bit different (in terms of storage?) in principle.

A: But then you only told the customers that you had people to integrate them when they asked you.

B: Yes. The reason is actually that people, there are many people who don't even know it. And that needs some explanation. And if the explanation doesn't take place, then it's quite possible that the customer somehow, I'm going to say it hard, how certain people feel, says "He's a bit of a gaga and I don't want to talk to him." "And I don't want to deprive this person of this chance either, because in other professional lives, i.e. in regular working life, it is quite certain that you will have customer contact, depending on the circumstances. And they should not stir up fear because of, ah, a customer. I can talk to him at the same level etc.

A: Exactly, then we come to our two most complex questions. Here we have the model. The beautiful model Company's Ripple Effect, and it's about, just like when you throw a stone into water, where there are such waves that you actually, just look at the company, what influence does that have on the environment. Well, on ... Well, on the employees and the families of the employees, and then the company affects many other things and players where there are many. And that is divided into different areas, one is the economy, the other is ethics, human resources development, social and environmental issues. Do you see certain points of contact between stakeholders and professional integration?

B: Well, I'll say now, what it certainly has an influence, or sometimes even causes explosives, is ... Well, workers, community, involvement in social issues, that is, where people talk to each other, or, depending on the level at which they move, (unv.) get a chance, etc. etc., etc. This is certainly a topic. Then sustainable development, that's a bit of a question of how it is

interpreted, simply purely from the concept of subsidies, every company is technically (secured?), so they say sustainable in the sense of personnel, it certainly has an input that they say, well, I'm going to say it hard again, then a person who was perhaps not able to work says, because let's not run away and say, "You should now receive social welfare until the end of your life. But "We'll give you every opportunity to find your way back, as far as you can work independently, and thus cost the state less." That's clear, that's the goal in the end. It's always a little bit about that sometimes, you don't have to hide it in the moment. Moral standards, that's clear, the stone, the wave goes a bit strangely perhaps there, doesn't it? That means, so to speak, that I feel obliged to give people a chance in this way, then it can have an influence on it, of course. Yes, there is a bit of a strange wave where I would have to draw in. At the end of the day, there might be jobs, of course, so if you could fill jobs with people who have had a chance to return to the world of work, then it might have an influence on that as well. So if you look at it from an economic point of view, which is the same as what I said before, you don't have to relearn how the company works, but he says: "Okay, you're just employed here now and you just carry on as before. But this is nothing new in that sense. (unv.) with the customers, that's what we had mentioned before. I can't say much about other employees, because I don't have too many just like that, right? Yes, that about covers that. Yes, maybe on the ethical side, on the customer side, if it's someone, so ... Yes, I've had two or three, they really enjoyed doing that. But let me just say, the big bunch ... If someone approaches my company and says that I have to bring my (unv.) into the service, that's it, whether someone screws up or not, where the integration is or not, but he just wants to be (unv.) done, to put it bluntly, isn't it? Yes, I think you could put that in a nutshell at that moment. It might depend on the sector in which you are based.

A: Right. Then we move on to the next one, which is the St. Gallen Management Model, you may have already seen.

B: No, I have never seen that before.

A: This is actually about being able to depict the company or its environment schematically, especially in order to analyse or develop strategies. And on the basis of this ... We would simply go through step by step. And then we would also look at the effects and implications for the company or organisation in connection with the integration into the workplace. There are processes in the first step, so are there effects, implications, with management, business or support processes?

B: So, the support process, it is clear that there are effects on it, because I say now, if a person comes into the team, where it is well-rehearsed, and perhaps knows certain processes from the bottom up, then that does not mean that the person knows that too, that means that you may have to create a support process for certain activities, if it is not already mapped in a place, that certainly has an influence on it.

A: Just now, you said that you had introduced tools for the work processes ...

B: Yes, they might have come anyway. We might have introduced them a bit earlier, because, you know, they are a good support material for processes or for strategies, how do I approach a problem and map it accordingly, or, that definitely makes sense.

A: Well, then we would come to the moments of order. This includes strategy, i.e. corporate strategy, the structure of the company, and corporate culture. In the literature there is such ... It is described that a certain corporate culture is needed, that a certain developed corporate culture is needed, that a professional integration is possible at all. Conversely, however, it is also described that professional integration can also promote the corporate culture in the company. Do you see any effects or implications now on these three points?

B: Let me tell you from ... We can start on the left. As far as the strategy is concerned, the case is actually quite clear, I can imagine relatively well that you could define a strategy and say that we would like to increase our workforce and say, okay, maybe we don't have a huge workload or we have work that is not time-critical, and if someone could take it into his company, where it slowly gets to know him, at the same time, as mentioned above, make perspective and daily routine possible there, and that the strategy would actually change in that one says that everything works there, you might have to undergo, I will say now, psychiatric treatments, (unv.) etc. pp, if all this is in a (row?) that you can hire the person, and actually that the strategy, recruitment through a reintegration programme, that would be conceivable. Structurally, it is clear that this would entail certain adjustments, because it depends a bit on how the case is situated there. To what extent a structure can be adapted, yes, there are limits to the left and right, but it is certainly possible and necessary. And yes, it can of course be an enrichment of the corporate culture, because of the fact that you may hear new opinions, or that the person can bring in his or her own ideas, or says it's basically, we have, and I'm saying this now as a medium-sized company, basically we give one place per year, in the sense that we can cross-finance where refinancing is provided by the cash register, as a company, that this is possible, we can afford it in that sense, can't we? I don't know who else would have done that ... Well, I don't know any other company that has already done that, I know the WTL in Jona, which is actually designed to only do that if it suits me.

A: Right, yes.

B: But I don't know if you can take that as a comparison, because it is a little bit different from the structure of classical companies, of course, where there are also (and many more) other companies. Yes.

A: Good. Then we come to the development modes, this is actually about optimisation, renewal, so on the future development of the company, maybe vision, do you see any effects or implications?

B: I say renewal would be conceivable with workers from the (unv.) programme, if you look at the number of staff. Optimisation can be when you have certain work, where it can be done well by such people, where they have the appropriate skills, of course. Then it would also be quite conceivable that

the company would optimise such a workplace for such a person, I could well imagine. That you then say that this is a cycle of six months, annually, if you have someone, yes, I think the statistics prove it right, because we don't run out of people. You make room for people who are just there for them, with work where we have to do it, but where time is not critical. That would be optimal for the company in the sense that I have a full-time employee where I have to do it, but you could have someone there (unv.). Yes.

A: Yes, exciting, yes. Where do you see effects or implications with other stakeholders? These could be investors, customers, employees, media, the public, the state, suppliers or competitors. Do you see any ...

B: The one thing, the one with the state, that's clear, that's a given when you have someone like that, that's the way it is. Customers, I say, it's always different, so that will certainly have an influence on the clientele. They might say "Yes, I think that's great. "So what I've experienced is that some of the customers have come and said "It's cool that you're doing this, but I want you to do it there. That was two or three times and I also questioned that and said "That's what they want and I respect that completely, but tell me why. And there were various answers, (unv.) appearance (unv.) Let's talk to each other, right? This is only one thing where there can be certainty. So it certainly also has an influence on it, especially in a company of this size, I say now, it shouldn't be like that, where people work in the back room, but simply at the front, so to speak. Investors, I could imagine that this could have an influence, that maybe one of them would make it dependent on that, but I want a part of it to be reinvested in such a workplace, for example, that would still be conceivable now, in the present time more than in the past, wouldn't it? Yes, you can go a little bit further now and say, in terms of technology, or, it's a pity now, did the conference not take place in spring, where I was invited, I think with GH, people with disabilities, how to bring them back into the world of work, I don't know, were you involved?

A: Yes, I am.

B: This is what Corona has fallen victim to. Did I say that this would still be exciting, activities perhaps of people, that is now perhaps a bit off-topic, but where to sit in a wheelchair, what does it need ... I say, if someone likes to screw now, what does it need in terms of equipment that could make this possible, for example. And we can do a lot today, so ... As I said, unfortunately it did not happen. But that could have an impact there too. I'm saying that if, at the end of the day, someone who has had an accident and is sitting in a wheelchair, but has the skills and the stamina, and it just takes a bit of time to get back on the rails, so to speak. And if someone could offer such a job, or, in the end, it would probably be as economical as a normal full-time employee. But that is, yes, perhaps a bit far reaching. Yes.

A: Do you see any effects or implications for the media or the public in general, or perhaps for competitors?

B: I say now that the competitors are probably connected with the media. We are in a fast-moving world in that respect. And that would require a report somewhere, where an NGO would go to the media and they say that people

cannot find a job, for example, then it is very possible that you would be mentioned as a company where they do that. And then the competitor would logically notice this and perhaps move on there, so if you were to ... There is the label of "We train apprentices". If there were a similar label for a (unv.) programme, for example, it would be quite conceivable, or it could emerge from where you say, okay, the state gives you the opportunity, you're a big company, why don't you join in, you have 1000 employees. It doesn't really matter whether there are two more running in every morning or not, and whether they need special care or not. But you could perhaps do them a great service. That would probably have an impact, but at the moment I think that at the moment it's so saturated that I don't know how much space there is left, that it would go on until the competition.

A: But you have about competitors in that case, or competitors, did you not get any feedback or something? There it is less an issue.

B: I don't talk much with the competitors, but I say ...

A: It could be that someone says "You with your subsidised jobs.

B: No, I have talked with other entrepreneurs about this, where they have already had experience in the case inside. Some of them were amazed that I was spending so much money on such a person, then I said, it's a drop in the ocean, when you just have to think about it and say, depending on the person, from my current case I know that you have been involved, I have been involved, (unv.) has been involved, a psychologist has been involved, the counsellor has been involved and the tutor has also been involved, that's six noses, and part of where costs is me, so they're hardly going to charge for hours, but they'll probably have a statistic somewhere and say it took so many hours, but that's just a cog in the rulebook of the whole story. And one of them had the same experience and said that we had discussed it, because if you look at WTL, it costs more. On the one hand, there would be more opportunities to respond to the person, the company, which actually says that we basically do this, we make concrete blocks, and it doesn't matter whether the edge is exactly the same or not, but they are still concrete blocks, and WTL can say "Well, you're doing a bit of work, you're doing a bit of this, you're doing a bit of that. That is certainly flexible. I've also had someone, not even competition, someone else who always said "Yes, that's open for you and you'll get money for that. I say "That's right. But you only see the tip of the iceberg now. "It may be that it won't come for some reason and you have planned to do something that is not existential, but which you would like to do now, someone else will do it, or you yourself. Such a person needs more care, so I say now, a normal worker comes in the morning, you say, "Here is the job, there is the material, do it yourself, bye. That doesn't work there, does it? And sometimes motivating such a person takes a lot of time and energy. And that's easy to say ... Exactly, it's not competition, but it just happened, you might just see that he comes with you and carries the concrete buckets in the back, but he won't do that for a year, definitely not. He wants to do something else at some point, and you have to give him something, and then maybe you have to show him that. But that's always, I say, in the sense that I'm not afraid

of the competition, I might have competitors and if anyone there asks or is stupid, then let them do that, if they want to ask, they can ask me, get an honest answer. But that hasn't really been such a topic.

A: Yes, then we come to the next one, interaction topics. These would now be resources, norms and values, concerns and interests, and I'm talking about society in general. Do you have the impression that you are dealing with issues such as professional integration, which is increasingly a topic, or is almost expected of a company, that you take on such a commitment, or ...

B: I say it is still difficult, maybe so ... Secretly, I say, you can expect that from a large company. On the other hand, from my point of view it would be wrong if it were to be enshrined in law and it were to be said that from a company size of X, you have to ... Then there is the danger ... I can give you another example, where the cost-covering feed-in tariffs for power stations have come into force, there is the last but one damned little stream in the Valais.), simply because there was money for it, which is completely inefficient, they have destroyed the landscape and in the end it costs the state a lot of money and otherwise it doesn't do any good at all, does it? And I say that, is that perhaps a bit of the (unv.), where they say we have to do it, because then it can be good that the company comes and says, yes, we will do it, it will cost you so much. And about the quality, if there is a quality, and especially to supervise it, is still difficult, if that is possible, I would say that personally, so Center, like a WTL is maybe more (unv.), the big heap goes there, there we have enough possibilities, there we have a support staff, and if someone is suitable, then it is great, if there is the possibility, so the possibility should certainly be given. Perhaps entrepreneurs should also be informed more widely, because about fifty percent of the people I have talked to about this have never heard of it. And there may have been one or the other where this could have happened, in other words, you could say that it represents standards and values, I would like to, but I don't know how. And there are various places where you could perhaps do something there. My concerns and interests are quite clear, I said that at the beginning, but by the end of the year there must be a small plus. It must not be zero, it must not be negative, it must not be a huge plus, but it must be a plus. And that is actually the challenge. I simply say that you clarify things, you don't just say "You're going there now." That doesn't work anyway, you clarify things, then you can estimate it more accurately, what is the risk for me and what is coming in, what is also part of the remuneration, where there is per working day in principle, how can I employ the person afterwards and relieve myself accordingly, where everything can pay off again, you can reach larger companies relatively quickly, I say now, even for medium-sized companies, under certain circumstances.

A: In terms of the environment, I would say a bit at a higher flight level, where do you see effects or implications at the level of society, nature, technology, economy?

B: I think it could have an influence on society, so that people might become aware that the state is not always the bad guy wherever there is trouble, but that the state can also be an institution that offers help, or that Switzerland

looks after its people, to put it simply. That could be an influence. By nature ... it is still difficult to build a bridge there. To be honest, I don't find any direct influence there.

A: Yeah, me neither.

B: Whether you come by public transport or by bicycle or by car, that's a bit of ... technology, I could imagine, at the moment people are always scared of Industry 4.0, a lot of automation, blah-blah-blah, and that was when James Watt invented the steam engine and industrialisation and village factories came along. On the one hand, certain jobs will disappear, but on the other hand, perhaps jobs can be made more flexible by making the machine take care of a lot of difficult or repetitive tasks, and a user interface could be designed to make it easier for someone. Let me put it simply, if we now have one where a CNC programmer has been, but has basically done some (unv.) work, and he likes that, I would say that you can use it in this and that step of the development of a program (unv.) there and there. Then maybe you could replace a job maybe with three people in an (unv.) programme, the result is the same, we have three people employed, three people have a task, three people find their way back, maybe with technology today it would be easier to make such an adjustment, that could have an impact. With the economy, in the long term, I'm curious to see how many of you have found their way back, because I can only see a small thing, a small tip of the iceberg, it's clear that on the one hand it would mean a relief, or can it mean a relief for me. On the other hand, it is also true that the tax burden or the basic government tax burden could tend to become smaller if more people were to be brought back into the labour market, where they could do a useful job and not, to put it badly, wait at home until a job is available somewhere where they can do it.

A: Then we would still come to the final questions. We have the main part behind us. So what is your opinion on the subject, I will now say the effects of professional integration on the company? Do you have any ideas or thoughts that we have not yet discussed?

B: Well, from my point of view it is certainly useful for both sides. I may be a bit of a burnt child now, a bit of a bad relationship with myself because everyone has stopped. It's a story about the size of the company, maybe even more so, but when you're the employer, boss and salesperson and managing director all in one, it's perhaps a bit different than when I have ten employees and say, "We have a godfather for you," and that's where you come in. That's a bit of a point, but otherwise, as far as I'm concerned, it's a great story, and I think it's a story that needs to be followed up. So the thing that is going on at the moment is definitely a relief for me. And the nice thing is, you can take it up step by step, so she has at the beginning. There's a screen, and there's Word, and there's Excel, and there's the program, you have to look at it, then you'll see this and that and so and so, and you start with simple things, it's also easier in the office area, I have to be honest with you, Today you do all your accounts receivable (unv.), today you check the incoming payments and tomorrow you'll see who's overdue, who's been busy on the account, and the day after tomorrow you'll start ... Well, to cut a long story short, of course,

the scope of tasks, but that's how it all starts. And until at some point you end up in (bookkeeping?), and there are always tasks behind it, where it's repetitive, that is, there's a certain routine, it's not like, yes, today you have to change three or four wheels, and tomorrow you have to remove the turbocharger, where you'll be on it for three days, that's very scalable, so it's very well scalable, so yes, so you see, that's certainly something you should pursue further.

A: What is your view, what do you think, that the long-term success of Swiss companies will depend to a large extent on corporate social responsibility or sustainability strategies.

B: If you ask me today, I'd say it's very ... It's not really dependent on that, because of which, you could say, the customer doesn't really give a shit, to put it bluntly, whether my Amazon package is now being packed by someone who has a disability. Or whether it's some low wage earner somewhere, but I just want it, that's it. I think you would have to achieve the career goal where it would be a challenge for companies to bring people back, I would say like a contest, and say, based on the size of the company, for every thousand or hundred employees two employees are brought back and they have been working here for half a year now, there are different ways of how you could track it down with the bonus, or however you could do that it would become a claim. On the other hand, you might have to get public opinion to say that it's really important in this case, there are Christmas cards, but they go to (prison?), they print that there, stuff and things, at this time it's aimed at opening people's hearts, it's just a print from (unv.) and so on. But on the whole, if I go out on the street today and say we have product A, product B, both are (green?), both do the same thing that has been done with the help of someone who is finding his way back into working life, and that has been done by someone who has worked there for twenty years. What do you prefer, both the same price, I'm not so sure whether he says I support this or I support that, I know exactly who knows what he has done, because he has been doing it for twenty years, that's a bit ... Because maybe people don't know that either, so people don't know that there is someone behind it, where it is controlled and that it was simply the completion of the transaction in two hours instead of half an hour.

A: This brings me to the last question: do you have anything else that we have not yet addressed, that you think is important in this context?

B: I think if you are writing your doctoral thesis on this now, the question is, how do you see it, where do you want to go in the future with the whole programme, or what is really such a part of your work, where you are doing (unv.) There's the question of how could you communicate that, how could you make it more public, it's been about eleven years since it's been up and running, in 2009 you said, yes, other things or other, I'm going to say, go vegan and go green and blah-blah-blah, it's gone on in a very short time, or it's a term for more people now, it's more, entrepreneurs write it on their caps "In case there's no more meat in our canteen. Or yada yada yada and so on and so on. But that's actually a bit of an issue for company managers or

owners, it's perhaps not so well known in public, in other words, if you want to go over it and say, I want to introduce a label that we support people in this way, what then ... As I said, the competition wants it too, so we also want to start it, with the required quality control, where it is absolutely necessary, then we have to make the public aware of it first and say, apart from the fact that it is a cool thing, every case where it comes back saves us so and so much money, relieves us taxpayers, stupidly said, right? There are different cases, but that might be another exciting story if you were to rerail something like that, wouldn't it? Could you write a second doctoral thesis about it.

A: Yes, exactly.

Transkription Experten-Interview Hämmerli Technik GmbH / The hire Guys GmbH

Unternehmen: Hämmerli Technik GmbH / The hire Guys GmbH, Netstal

Durchführung: 05.08.2020, 15:00 – 16:00, persönlich im Unternehmen

Interviewer (A): Boris Miethlich

Experte (B): Lukas Hämmerli

Transkription (Deutsch):

A: Sonst gehen wir doch das kurz durch, das ist doch gut, genau. Genau. Eben, Erfahrung mit der beruflichen Eingliederung haben Sie ja schon.

B: Eigene Mitarbeiter, das ist jetzt die Frage, ist das ... Ist jetzt zum Beispiel ein Herr Schiesser, gilt das als extern oder als intern, also das war ein eigener ...

A: Also das war mehr gedacht ein eigener, wenn Sie jetzt einen hätten, wo fest angestellt ist, krank wird, und das man den halt in Ihren Betrieb wieder eingliedert. Sie haben ja vor allem externe gehabt.

B: Ja, dann habe ich mit eigenen quasi in dem Fall keine Erfahrung, das heisst zwei externe.

A: Ja, das ist doch gut. Eben vom Aufbau her, die einleitenden Fragen, die hätten wir da eigentlich schon gehabt. Dann die Hauptfragen, wo es wirklich um die Auswirkungen geht aufs Unternehmen, würden wir da Schritt für Schritt durchgehen. Und dann am Schluss noch zwei, drei Fragen zu Ihrer persönlichen Einschätzung zum Thema. Genau. Können Sie kurz schildern, haben Sie eine Strategie in Bezug auf Nachhaltigkeit oder soziale Unternehmensverantwortung?

B: Es existiert keine geschriebene Strategie. Ich sage, wenn es von mir aus für beide Seiten Sinn macht, oder, dann kann man dort das verfolgen. Also darum habe ich implizit angekreuzt dort, man tut das nicht irgendwie reklamieren, sondern das ist halt das Unternehmen eher ein bisschen klein, und es ist auch nicht ein Kerngeschäft von uns, das so zu machen in diesem Sinn. Also für mich kann so etwas nachhaltig sein, die Frage ist natürlich, was man dann daraus macht, oder? Aber das ...

A: Aber es ist eigentlich trotzdem etwas, wo Sie auch verfolgen, oder ein Anliegen, wo Sie sich engagieren?

B: Ja, man kann sagen, es ist vielleicht nicht ganz uneigennützig, im Sinne von, wir als Steuerzahler Leute müssen finanzieren, wo irgendwie aus dem Arbeitsmarkt ausgeschieden sind. Ich kann meinen Beitrag dazu leisten, dass vielleicht, schön wäre es, jemand weniger ohne Job dasteht und durch mein Engagement wieder den Weg zurück in die Arbeitswelt findet, dann habe ich dort einen kleinen Beitrag geleistet und von dem her, ja, könnte man das als nachhaltig erachten, als Strategie.

A: Ja, auf jeden Fall. Tun Sie das dann auch kommunizieren, das Engagement? Oder ...

B: Es wird in dem Sinn nicht kommuniziert, das habe ich dort angekreuzt, auf Nachfrage natürlich erkläre ich, was die Person da macht, wieso dass sie hier

ist und welcher (unv.) das ist, und wir tun das eigentlich nicht so uns auf die Fahne schreiben grossartig da.

A: Und wie sehen Sie das grundsätzlich, eben, ich sage mal Beschäftigung von Menschen mit Behinderung oder die berufliche Eingliederung als Teil von der sozialen Unternehmensverantwortung, also jetzt unabhängig jetzt von Ihrem Unternehmen?

B: Das habe ich so beantwortet, das klingt jetzt vielleicht ein bisschen hart, wenn man sagt, man kann niedrige Arbeiten kostengünstig durchführen. Das heisst, ich sage jetzt, als Beispiel bei uns ein Fahrzeug aufbereiten, und wenn sie jemanden haben, wo vielleicht motorisch, ich sage jetzt mal, in Ordnung ist, aber einfach schneller überfordert ist mit komplexeren Aufgaben, dass man sagt, wir können die Aufgabe für die Person klar abgrenzen, wenn man sagt, dass ein Fahrzeug aufbereiten ist eigentlich immer etwa das Gleiche. Und das Belastungsrisiko jetzt mental ist dort eher geringer als bei komplexen Aufgabenstellungen, und es ist eine Arbeit, wo muss gemacht werden, irgendjemand muss die machen, oder? Und wenn das jemand kann machen als Einstieg, dann ist das mal ein Schritt für die Person selber, also dass er ... Man kann eine Perspektive und einen geregelten Tagesablauf bieten quasi sagen, am Morgen um acht fängst du an (unv.), dazwischen gibt es noch Pause und Mittag und die Perspektive ist, du kannst etwas machen. Jetzt für solche, wo mit den Händen arbeiten, oder handwerklich arbeiten, man hätte etwas erreicht (unv.) Das könnte eine Strategie quasi sein dort. Und für mich ist das Benefit, weil ich muss das dann nicht selber machen, ich kann mich um andere Aufgaben kümmern in dem Sinn, ich bin der teurere Mann in dem Moment, oder? Ja.

A: Wie viele berufliche Eingliederungen haben Sie jetzt in Ihrem Unternehmen schon durchgeführt?

B: Wir haben ... Ja, wenn man sagt, durchgeführt ist dann, wenn es erfolgreich abgeschlossen ist, dann habe ich noch keine. Also es sind zwei Externe, wo man gehabt hätte als Mechaniker, beide haben abgebrochen dann schlussendlich. Und jetzt momentan ist jemand im Office tätig, sie ist noch dort, also sie ist dort dran und das funktioniert auch.

A: Aber dann hätten sie schon drei Personen eigentlich.

B: Mit drei Personen zu tun gehabt (unv.).

A: Genau. Ihre Motivation haben Sie schon gesagt gehabt, für berufliche Eingliederung. Wie Sie hier schreiben, Win-win-Situation für beide Seiten.

B: Ja. Das ist unterm Strich ist das das, ja.

A: Eben, dann nutzen Sie auch die berufliche Eingliederung zur Personalgewinnung?

B: Also für mich ist es durchaus denkbar, das habe ich dort wie folgt begründet, wenn eine erfolgreiche Rehabilitation stattgefunden hat, und man die Person kann übernehmen im Betrieb, dann hat man den klaren Vorteil, dass die betreffende Person den Betrieb schon kennt, die Person kennt die Abläufe in dem Betrieb. Und man kennt sich, also das Zwischenmenschliche ist auch schon, also wenn es ein Thema ist, jemanden weiter zu beschäftigen,

dann ist das eigentlich sind das alles Sachen, wo man nicht mehr muss neu aufgleisen, das ist einfach (unv.) Benefit fürs Unternehmen.

A: Wo sehen Sie die Herausforderungen bei der beruflichen Eingliederung, jetzt ich sage mal aus Sicht von der Organisation, Anforderungen an Führungskompetenzen vielleicht, auch eben Information von anderen Mitarbeiter oder Partner.

B: Ja, man kann jetzt das hart ausdrücken und sagen, je nach Fall müsste man noch fast eine Zusatzausbildung als Psychologe haben, das kann ich jetzt aus meiner Erfahrung sagen, es bringt natürlich mit sich, dass je nach Grund, wo die Person in dem Programm überhaupt ist, sind ein bisschen andere Skills gefragt, und die Herausforderung ist im Prinzip, wo ist dann die Abgrenzung als Arbeitsplatz zur Verfügung stellen als Unternehmen und sagen, bis dahin kann ich einen gewissen Support bieten, und alles, was darüber hinaus geht, das muss man entweder extern vergeben, oder man muss im dümmsten Fall die Massnahmen abrechen, weil es nicht geigt, weil einfach die Kapazität nicht da ist. Das andere ist Information von Mitarbeiter, Teamkollegen, das ist jetzt in meinem Betrieb mit nicht so vielen Mitarbeitern nicht so eine Herausforderung in dem Sinn, also da ist dann halt jemand mehr da, wo jetzt gewisse Aufgaben übernimmt, das ist eigentlich so eine Geschichte. Ja, zur Frage, wie es mit den Betroffenen nachher weitergegangen ist, beim einen weiss ich den Stand nicht so genau, der ist ... Namen nehmen wir keine rein, oder ist das ...

A: Nein, das ist schon anonym.

B: Das wäre anonym?

A: Ja.

B: Also der eine, soviel ich weiss, der ist immer noch auf Status quo, der ist nicht weitergekommen wahrscheinlich, der ist immer noch ein bisschen am Schrauben. Die Geschichte hat sich quasi nochmal wiederholt, so habe ich mitbekommen jetzt grad letzthin. Der andere ist in psychiatrischer Behandlung, soviel ich weiss in Graubünden im Moment, wie es da weitergeht, das steht in den Sternen, die Ansicht ändert sich glaube ich wöchentlich, aber ich habe da eigentlich keinen Kontakt mehr. Das sind jetzt die zwei, wo ich weiss, wie es weitergegangen ist. Und bei der Frau Jud ist es eigentlich so, die ist noch dran, oder, da sind wir jetzt eigentlich am Aufbauen, also das ist so ... Perspektive ist noch schwierig dort. Ja.

A: Im Zusammenhang jetzt auch mit der beruflichen Eingliederung, sind da irgendwelche Innovationen entstanden, also ein neues Produkt oder neue Dienstleistungen. Oder hat man Arbeitsabläufe angepasst, also irgendwie mehr müssen strukturieren, oder anders machen, wo vielleicht dann auch für insgesamt etwas hat einen Beitrag zur Optimierung geleistet hat?

B: Also was vielleicht nicht direkt im Zusammenhang, aber im Zusammenhang mit dem Wiedereingliederungsprogramm entstanden ist, ist quasi so ein kleines (unv.), wo einfach im Prinzip abbildet, was für ein Auftrag zu machen ist, welches Fahrzeug betrifft es, beziehungsweise einfach abbildet als Struktur, was ist zu machen, was ist zum Beispiel zu ersetzen, das ist so ein bisschen ... Wenn wir jetzt da reinlaufen eigentlich, dass wir

sagen können, das ist dort, das ist da, ist natürlich nicht das Gleiche, wie wenn jetzt jemand kommt und sagt, ich komme ab morgen im Rahmen von einem Programm und ich habe eine gewisse Aufgabe zu erwarten, das geht auch in die Richtung Dokumentation von Abläufen, wie gehe ich vor, alles, Vorbereitung, und das gibt natürlich eine Synergie auch mitunter fürs Unternehmen selber, weil man es in dem Sinn immer kann gleich machen und immer im gleichen Auftragssystem arbeitet dort, das bringt natürlich am Schluss schon etwas.

A: Wie schätzen Sie das Verhältnis von Aufwand und Ertrag ein, jetzt bei der beruflichen Eingliederung?

B: Wenn wir von hundert Prozent ausgehen, fünfzig-fünfzig.

A: Also das, was Sie müssen investieren, und das, was Sie als Arbeitsleistung zurückbekommen, hebt sich das die Waage oder ...

B: Das ist unterschiedlich, das ist je nach Aufgabe, wo man verteilt, sage ich jetzt mal. Ich sage es ist vielleicht ein bisschen komplexer, als das nur in ein, zwei Sätzen abzuhandeln, weil je nach Aufgabe, wo ich verteile, gehe ich davon aus, dass eine Person vielleicht länger hat, das heisst, es braucht eine gewisse Einarbeitungszeit und im Moment ist der Aufwand für mich, von meiner Seite gesehen, höher als der Ertrag, wo das jetzt rausbringt. Aber auf langfristige Sicht gesehen, wenn jetzt die betroffene Person vielleicht drei, vier, fünf Monate da ist, beim zweiten, dritten, vierten Mal geht das besser, und beim fünften Mal geht es dann so, wie es muss, und dann sind wir eigentlich auch wieder viel mehr auf der Plus-, also auf der Ertragsseite, aus dem einfachen Grund, dann braucht es auch nicht mehr die Anleitungszeit, das ist so ein bisschen über alles gesehen, sage ich, im Optimalfall ist das, wo man hineinsteckt, kriegt man sicher raus, wenn nicht ein bisschen mehr sogar, das ist so ein bisschen meine Meinung.

A: Wie sehen Sie das, wäre so eine berufliche Eingliederung auch denkbar, ohne Leistungen oder Unterstützung von den Sozialversicherungen? Oder wäre das wirtschaftlich nicht möglich?

B: Für grössere Unternehmen, wo sich klar auf die Fahne, mitunter auch als Marketingstrategie, schreiben „Wir kümmern uns um solche Fälle und um so Leute.“ Ja, die können es sich einfach leisten, sage ich jetzt ehrlich gesagt. Als Unternehmen meiner Grösse, klar nein. Weil es ist ... Ich sage jetzt einfach als Beispiel, wenn ich jemanden muss anleiten eine Stunde lang, etwas zu machen, in der Stunde mache ich nichts anderes, und irgendwann einmal hebt sich das dann die Waage und es kommt dann sichtlich zurück, also jetzt wir reden von dieser Tagesvergütung, wo quasi (unv.).

A: Zum Beispiel, ja.

B: Wie auch immer, (unv.) für das Unternehmen, wo das anbietet. Ich denke für Unternehmen meiner Grösse ist es relativ wichtig, weil es ist eins zu eins Zeit, wo nicht kann verrechnet werden, also einfach gesagt. Wenn es jetzt ein grosses Unternehmen ist und man sagt, man hat vielleicht sowieso, stellt sich auch die Frage, hat das grosse Unternehmen vielleicht einen Sozialbeauftragten grundsätzlich beschäftigen, wo sagt, wir haben vielleicht zwei, drei so Leute, weil wir haben die Kapazität, wir können das auch in

einem, je nachdem, schon bestehenden Ausbildungszentrum unterbringen problemlos, und das kann ich nicht, dafür bin ich zu klein, oder?

A: Gut, da kann ich Sie beruhigen, also auch grosse Unternehmen, wie eine zum Beispiel eine Migros oder eine SBB, die machen das auch nicht gratis. Oder eine Bank in Zürich, 1500 Mitarbeiter, die machen ein Riesentrara und Werbung auf Social Media, sie würden Leute wieder eingliedern, und haben genau einen Arbeitsplatz. Die machen es auch nicht gratis.

B: Die Aussage ist wahr, aber ja, das Verhältnis ist ein bisschen anders, oder?

A: Nein, ich denke für das sollte es ja auch da sein, und ich denke es hat auch damit zu tun, irgendwo gewisse Risiken relativieren zu können oder abfedern. Ich denke da kann man das Geld wahrscheinlich, oder auch die öffentliche Hand das Geld auch schlechter investieren.

B: Das ist definitiv so, ich habe es auch so vermerkt, die Person (unv.) kommt rein am ersten Tag, (unv.) irgendein Werkzeug für 300 Stutz, ja, und er hat das nicht extra gemacht, sondern einfach, weil er nicht besser gewusst hat, ja, da könnte man jetzt die Versicherung belangen, das ist so eine Schwellengrenze, wo wir sagen, ja gut, dann sind wir halt fünf Tage hier und dann ist das Ding wieder gezahlt, also so. Ja, ist machbar, oder?

A: Genau. Welche Reaktionen haben Sie für Ihr Engagement bekommen, vielleicht eben extern, innerhalb vom Unternehmen, von Partnern?

B: Also ich habe jetzt geschrieben durchaus positiv. Es ist nicht durchwegs positiv, je nach Laune, hat das ein bisschen variiert, das darf man leider sagen, im Grossen und Ganzen aber ist das sicher begrüsst worden, dass man das macht. Weil ich sage, ungeachtet der Zeit, wo wir jetzt gerade sind, allem drum und dran, ist der Mensch doch eher geneigt, dass wenn ein Mensch Hilfe suchend ist, im Sinne von wegen, ich habe keinen Job, ich will einen Job und ich bin noch nicht parat für den Arbeitsmarkt, dass es doch schön ist, wenn man ihm die Möglichkeit gibt, dort hinzukommen, schauen, dass er auch will natürlich, das wird sicher positiv aufgenommen. Also das ist das, wo ich als Feedback bekommen habe.

A: Und eben im direkten Kundenkontakt, die Leute, wo sie gehabt haben zum Wiedereingliedern, die haben ja auch Kundenkontakt gehabt, ist das problematisch gewesen, oder ...

B: Es ist teilweise problematisch gewesen, es ist teilweise aber auch sehr gut wahrgenommen worden. Es ist in dem Sinn problematisch gewesen, wenn jetzt jemand von denen überfordert gewesen ist mit der Situation, dementsprechend ruhig zu bleiben und dementsprechend auch, ich sage jetzt mal, cool zu reagieren und sagen „Du, sorry, ich habe jetzt gerade Stress.“ „Komm doch ein anderes mal.“ Oder soll mich anrufen, oder was auch immer. Es ist immer so gewesen, dass ... Bin ich vielleicht nicht hier gewesen oder weg gewesen, dass dann mehr oder weniger stattgefunden hat. Also man kann jetzt nicht generell sagen, man muss die Leute von Kunden fernhalten in dem Sinn, man muss einfach vielleicht ... Ja, ist etwas, was ich in meinem speziellen Fall müsste mir auf die Kappe schreiben und sagen, wir müssen das ein bisschen anders regeln in dem Sinn, oder? Wobei jetzt mit dieser Person im Office ist es überhaupt kein Problem, also die kann man drauf

loslassen und sagen „Mach einen Termin ab.“ etc. pp. Aber das ist vielleicht ein bisschen anders (gelagert?) grundsätzlich.

A: Aber eben, dann haben Sie das eigentlich den Kunden dann nur auf Nachfrage dann gesagt gehabt, dass Sie Leute haben zum Eingliedern.

B: Ja. Der Grund ist eigentlich der, dass die Leute, es gibt viele Leute, die kennen das gar nicht. Und das braucht ein bisschen eine Erklärung dazu. Und wenn die Erklärung nicht stattfindet, dann kann das gut sein, dass der Kunde irgendwie, ich sage es jetzt hart, wie halt das Empfinden von gewissen Leuten ist, sagen „Der ist vielleicht ein bisschen gaga und mit dem will ich gar nicht reden.“ Und die Chance will ich auch dieser Person nicht nehmen, weil das wird auch in anderen Berufsleben, also im regulären Berufsleben, ziemlich sicher so sein, dass man, je nachdem, Kundenkontakt hat. Und da sollen sie nicht Angst schüren von wegen, ah, ein Kunde. Ich kann mit dem auf der gleichen Ebene reden etc.

A: Genau, dann kommen wir da zu unseren zwei komplexesten Fragen. Da haben wir das Modell. Das schöne Modell Company's Ripple Effect, und zwar geht es darum, eben, wie wenn man einen Stein ins Wasser wirft, wo es dann so Wellen gibt, dass man schaut eigentlich, eben, das Unternehmen, was hat das für einen Einfluss aufs Umfeld. Also eben auf ... Also auf die Mitarbeiter und die Familie von den Mitarbeitern, und dann tangiert das Unternehmen ja ganz viele andere Sachen und Player, wo es gibt. Und das ist da in verschiedene Bereiche aufgeteilt, also das eine ist eben Wirtschaft, dann ethisch, Personalentwicklung ist da noch etwas, sozial und von der Umwelt her. Sehen Sie da gewisse Berührungspunkte von Stakeholdern, wo da tangiert werden mit der beruflichen Eingliederung?

B: Also ich sage jetzt mal, was es sicher einen Einfluss hat, beziehungsweise mitunter auch für Sprengstoff sorgt, ist ... Also Arbeitskräfte, Community, Involvement in Social Issues, also dort wird untereinander geredet, oder, je nach Stufe, wo die sich bewegen, (unv.) eine Chance bekommen, etc., etc. Das ist sicher ein Thema. Dann nachhaltige Entwicklung, das ist so ein bisschen die Frage, wie es ausgelegt wird, einfach rein vom Begriff die Förderungen, es ist jede Firma technisch (abgesichert?), also man sagt, nachhaltig im Sinn von Personal, hat es da ganz sicher auch einen Input drauf, dass man sagt, eben, ich sage es jetzt wieder hart, dann sagt, ein Mensch, wo vielleicht nicht fähig gewesen ist, zu arbeiten, denn hauen wir nicht weg und sagen „Du sollst jetzt Sozialhilfe beziehen bis zum Ende von deinem Leben.“ Sondern „Wir geben dir alle Möglichkeiten, dass du zurückfindest wieder, soweit selbstständig kannst arbeiten, somit auch dem Staat weniger kostest.“ das ist klar, das ist das Ziel am Schluss. Es geht immer ein bisschen um das auch mitunter, das muss man ja nicht verschweigen in dem Moment. Moral Standards, ist klar, also der Stein, die Welle geht ein bisschen komisch vielleicht dort, oder? Das heisst quasi, ich fühle mich vielleicht verpflichtet auch mitunter, so Leuten eine Chance zu geben, dann kann das dort einen Einfluss drauf haben natürlich. Ja, das gibt ein bisschen eine komische Welle, wo ich da müsste einzeichnen. Am Schluss vielleicht noch Jobs, ist klar, also wenn man Arbeitsstellen könnte

besetzen mit Leuten, wo eine Chance gehabt haben, zurückzukommen in die Arbeitswelt, hat es vielleicht da drauf auch einen Einfluss. Also wenn man auf der ökonomischen Seite das anschaut, das deckt sich mit dem, wo ich vorher gesagt habe, dann muss man nicht neu anlernen, wie funktioniert die Firma, sondern er sagt „Okay, du bist jetzt einfach hier angestellt und machst einfach so weiter wie bis anhin.“ Aber das ist nichts in dem Sinn Neues. (unv.) mit den Kunden, das haben wir vorher auch angesprochen gehabt. Andere Arbeitskräfte kann ich nicht viel dazu sagen, weil ich nicht zu viele habe einfach so, oder? Ja, das deckt das in etwa ab. Ja, vielleicht noch da auf der ethischen Seite, Kundenseite, wenn es jemand ist, also ... Ja, ich habe zwei, drei gehabt, die haben wirklich Freude gehabt, dass das gemacht wird. Aber ich sage jetzt einmal, der grosse Haufen ... Wenn jemand mein Unternehmen anspricht und sagt, ich muss mein (unv.) in den Service bringen, dem ist das Wurst, ob jetzt da einer schraubt oder nicht, wo in der Eingliederung ist oder nicht, sondern er will einfach sein (unv.) gemacht haben, hart gesagt, oder? Ja, ich denke, das könnte man etwa so ein bisschen abbilden in dem Moment. Kommt vielleicht noch darauf an, in welcher Branche, dass du angesiedelt bist.

A: Genau. Dann kommen wir zum nächsten, das ist das St. Galler Management-Modell, haben Sie vielleicht auch schon gesehen.

B: Nein, das habe ich noch nie gesehen.

A: Dort geht es eigentlich drum, eben, das Unternehmen oder das Umfeld vom Unternehmen schematisch darstellen zu können, vor allem um zu analysieren, oder Strategien entwickeln. Und anhand von dem ... Wir würden einfach Schritt für Schritt durchgehen. Und da ginge aus auch darum, was gibt es für Auswirkungen und Implikationen im Zusammenhang mit der beruflichen Eingliederung auf das Unternehmen oder die Organisation. Da wären jetzt im ersten Schritt Prozesse, also gibt es Auswirkungen, Implikationen, mit Management-, Geschäfts- oder Unterstützungsprozessen?

B: Also Unterstützungsprozess, das ist klar, dass es darauf Auswirkungen gibt, weil ich sage jetzt mal, wenn eine Person ins Team reinkommt, wo eingespielt ist, und vielleicht aus dem Effe heraus gewisse Abläufe kennt, dann heisst das nicht, dass die Person das auch kennt, das heisst, man muss unter Umständen einen Unterstützungsprozess für gewisse Tätigkeiten erstellen, wenn er nicht schon sonst an einem Ort abgebildet ist, das hat da drauf ganz sicher einen Einfluss.

A: Eben, auf die Abläufe bei der Arbeit, haben Sie gesagt gehabt, Sie haben dann auch noch Tools eingeführt gehabt ...

B: Ja, die wären vielleicht so oder so gekommen. Wir haben sie vielleicht ein bisschen früher eingeführt, aufgrund von dem, man sagt, ja gut, das ist ein gutes Stützmaterial für Abläufe oder für Strategien, wie gehe ich ein Problem an, und das entsprechend auch darin abbilden, oder, das macht definitiv Sinn.

A: Gut, dann würden wir zu den Ordnungsmomenten kommen. Das beinhaltet die Strategie, also Unternehmensstrategie, die Struktur vom Unternehmen, und Unternehmenskultur. In der Literatur gibt es so ... Wird beschrieben eben, dass es gewisse Unternehmenskultur braucht, also eine gewisse entwickelte

Unternehmenskultur braucht, dass überhaupt eine berufliche Eingliederung möglich ist. Umgekehrt wird aber auch beschrieben eben, dass berufliche Eingliederung auch die Unternehmenskultur kann fördern im Unternehmen, sehen Sie da Auswirkungen oder Implikationen, jetzt auf diese drei Punkte?

B: Ich sage mal rein von der ... Wir können mal links anfangen. Von der Strategie her ist der Fall eigentlich klar, ich kann mir relativ gut vorstellen, dass man eine Strategie könnte definieren und sagen, wir möchten uns vergrößern, was den Personalbestand angeht, und sagt, okay, wir haben vielleicht nicht einen Riesenarbeitsanfall, oder wir haben eine zeitunkritische Arbeit, und könnte da jemand in sein Unternehmen reinnehmen, wo das langsam kennenlernt, gleichzeitig, eben, wie genannte Punkte, dort Perspektive und Tagesablauf ermöglichen, und dass die Strategie eigentlich in dem würde ändern, dass man sagt, dass alles funktioniert dort, müsst ihr vielleicht noch, ich sage jetzt mal, psychiatrische Behandlungen, (unv.) etc. pp, wenn das alles in einer (Reihe?) steht, dass man die Person kann anstellen, und zwar eigentlich, dass die Strategie, Personalgewinnung über ein Wiedereingliederungsprogramm, das wäre denkbar. Strukturell ist klar, bringt gewisse Anpassungen mit sich, weil ja, es kommt ein bisschen drauf an, wie dort der Fall genau gelagert ist, ich sage jetzt mal, was dann die Anforderungen sind natürlich. Inwiefern dass man eine Struktur kann anpassen, ja, das hat auch links und rechts dann Grenzen, aber es ist sicher möglich und auch nötig. Und ja, eine Bereicherung von der Unternehmenskultur kann es natürlich sein, aufgrund von dem auch, dass man vielleicht neue Meinungen hört, oder dass sich die Person selber kann einbringen, oder sagt, es ist grundsätzlich, wir haben, ich sage jetzt das als mittleres Unternehmen, grundsätzlich geben wir einen Platz pro Jahr können wir in dem Sinn das, wo refinanziert wird von der Kasse, als Unternehmen querfinanzieren, dass das geht, das können wir uns in dem Sinn leisten, oder? Ich selber wüsste jetzt nicht, wer sonst noch so ... Also ich kenne jetzt kein anderes Unternehmen, was es schon gemacht hätte, ich kenne das WTL in Jona, wo eigentlich drauf ausgelegt ist, nur das zu machen, wenn es mir recht ist.

A: Genau, ja.

B: Aber ich weiss nicht, ob man das quasi im Vergleich kann dazunehmen, weil das ist ein bisschen anders aufgebaut natürlich als klassische Unternehmen, wo dann zusätzlich noch (unv.). Ja.

A: Gut. Dann kommen wir zu den Entwicklungsmodi, da geht es eigentlich um Optimierung, Erneuerung, also auf die zukünftige Entwicklung vom Unternehmen, vielleicht Vision, sehen Sie da Auswirkungen oder Implikationen?

B: Ich sage Erneuerung wäre denkbar mit Arbeitskräften, wo aus dem (unv.) Programm kommen, wenn man so den Personalbestand anschaut. Optimierung kann sein, wenn man gewisse Arbeiten hat, wo gut können von so Personen ausgeführt werden, wo die entsprechenden Skills mitbringen natürlich. Dann wäre es durchaus auch denkbar, dass sich das Unternehmen quasi auf so also so einen Arbeitsplatz auf so eine Person würde optimieren,

das könnte ich mir durchaus vorstellen. Dass man dann sagt, das ist ein Zyklus von halbjährlich, jährlich, wenn man jemand hat, ja, ich denke die Statistik gibt dem recht, weil die Leute gehen uns nicht aus. Man macht Platz, wo einfach für so Leute da ist, mit Arbeiten, wo wir müssen gemacht haben, aber zeitlich unkritisch sind. Das wäre fürs Unternehmen in dem Sinn optimal, wenn ich ein Vollzeitangestellter habe, wo das muss machen, sondern man könnte dort jemanden (unv.). Ja.

A: Ja, spannend, ja. Wo sehen Sie Auswirkungen oder Implikationen mit anderen Stakeholdern? Das wären da eben Kapitalgeber, Kunden, Mitarbeitende, Medien, Öffentlichkeit, der Staat, Lieferanten oder Konkurrenten. Sehen Sie da irgendwelche ...

B: Das eine, das mit dem Staat, das ist klar, das ist gegeben, wenn man so jemanden hat, das ist so. Kunden, ich sage, es ist immer unterschiedlich, also das wird sicher einen Einfluss haben auf die Kundschaft. Die sagt vielleicht „Ja, ich finde das super.“ Also was ich die Erfahrung gemacht habe, ist gewesen, dass die Kunden zum Teil gekommen sind und gesagt haben „Ist cool, dass du das machst, aber ich will, dass du das ausführst dort.“ Das ist zwei-, dreimal gewesen und ich habe das auch hinterfragt und gesagt „Das ist ihr Wunsch und das respektiere ich voll und ganz, aber sag mir, wieso.“ Und da sind diverse Antworten gekommen, (unv.) Auftreten (unv.) miteinander reden lassen, oder? Das ist nur ein Ding, wo es sicher kann geben. Also hat das ganz sicher auch Einfluss darauf, vor allem in dieser Firmengröße, ich sage jetzt, soll nicht so sein, wo im Hinterkammerchen arbeitet, sondern einfach an der Front quasi ist dann. Kapitalgeber, könnte ich mir vorstellen, dass das einen Einfluss kann haben, dass das vielleicht einer davon abhängig macht, ich will aber, dass ein Teil reinvestiert wird in so einem Arbeitsplatz zum Beispiel, das wäre jetzt noch denkbar, in der heutigen Zeit ja mehr als früher, oder? Ja, man kann jetzt noch ein bisschen weitergehen und sagen, in Sachen Technologie, oder, es ist jetzt schade, hat die Konferenz nicht, also das Treffen nicht stattgefunden im Frühling, wo ich eingeladen gewesen bin, ich glaube mit GH, Menschen mit Beeinträchtigung, wie man die könnte zurück in die Arbeitswelt bringen, ich weiss nicht, sind Sie da involviert gewesen?

A: Ja, bin ich.

B: Das ist Corona zum Opfer gefallen. Habe ich gesagt, das wäre noch spannend, Tätigkeiten vielleicht von Leuten, das ist jetzt vielleicht ein bisschen off-topic, aber wo im Rollstuhl sitzen, was braucht es ... Ich sage, wenn jetzt einer gerne schraubt, was braucht es dann an Ausrüstung, dass man dem das könnte ermöglichen, zum Beispiel. Und wir können ja heute sehr viel machen, also ... Wie gesagt, hat leider nicht stattgefunden. Aber das könnte auch dort einen Einfluss haben. Ich sage, wenn unterm Strich, jemand, wo jetzt einen Unfall gehabt hat und im Rollstuhl hockt, aber die Skills hat, und den Durchhaltewillen hat, und es braucht einfach ein bisschen Zeit, dass der wieder quasi auf die Schienen kommt dort. Und wenn jemand so einen Arbeitsplatz könnte bieten, oder, dann wäre das am Schluss

wahrscheinlich ähnlich wirtschaftlich wie ein normaler Vollzeitangestellter. Aber das ist, ja, vielleicht ein bisschen weit gegriffen. Ja.

A: Sehen Sie eben auch irgendwo Auswirkungen oder Implikationen jetzt eben Medien oder die Öffentlichkeit allgemein, oder auch vielleicht Konkurrenten?

B: Ich sage jetzt, die Konkurrenten hängen wahrscheinlich mit den Medien zusammen. Wir sind in einer schnelllebigen Welt, was das anbelangt. Und das bräuchte es jetzt einmal irgendwo einen Bericht, wo eine NGO würde in die Medien gehen und man sagt, die Leute finden keinen Job, zum Beispiel, dann wäre es sehr wohl möglich, dass man dann vielleicht als Firma genannt würde, wo das macht. Und dann bekommt das der Konkurrent logischerweise auch mit und würde vielleicht dort weiterziehen, also wenn man sich ... Es gibt ja das Label von „Wir bilden Lehrlinge aus.“ Wenn es jetzt ein ähnliches Label geben würde quasi für ein (unv.) Programm zum Beispiel, wäre das durchaus denkbar, oder es könnte daraus entstehen, wo man jetzt sagt, okay, der Staat gibt die Möglichkeit, du bist ein grosses Unternehmen, wieso machst du nicht mit, du hast 1000 Angestellte. Es interessiert gar nicht, ob da noch zwei mehr reinlaufen jeden morgen oder nicht, und ob jetzt die eine Sonderbetreuung brauchen oder nicht. Aber du könntest denen vielleicht einen grossen Dienst erweisen. Das hat dann wahrscheinlich einen Einfluss, aber im Moment denke ich jetzt aktuell ist das so gesättigt, da wüsste ich nicht, wieviel Platz das überhaupt noch hat, dass da quasi weiter würde gehen bis zur Konkurrenz.

A: Aber über Konkurrenten haben sie in dem Fall, oder Mitbewerber, haben Sie da keine Feedbacks bekommen oder etwas? Dort ist es weniger ein Thema.

B: Ich unterhalte mich nicht viel mit den Konkurrenten, aber ich sage ...

A: Es könnte ja sein, dass einer sagt „Du mit deinen subventionierten Arbeitsplätzen.“

B: Nein, ich habe mit anderen Unternehmern über das geredet gehabt, wo auch schon Erfahrungen gemacht haben in dem Fall drinnen. Zum Teil haben die gestaunt, dass ich soviel Geld ausgabe für so eine Person, dann habe ich gesagt, es ist ein Tropfen auf dem heissen Stein eigentlich dann, wo man einfach überlegen muss und sagen, je nach Person, aus meinem aktuellen Fall weiss ich, da sind Sie involviert gewesen, ich bin involviert gewesen, (unv.) ist involviert gewesen, ein Psychologe ist involviert gewesen, der Beistand ist involviert gewesen und der Nachhilfelehrer ist auch noch involviert gewesen, das sind sechs Nasen, und ein Teil, wo kostet, bin ich, also sie werden ja kaum Stunden abrechnen, sondern sie werden wahrscheinlich irgendwo eine Statistik haben und sagen, es hat so und so viele Stunden gebraucht, aber das ist nur ein Rädchen im Regelwerk von der ganzen Geschichte. Und der eine hat die Erfahrung auch gemacht und hat gesagt, da haben wir diskutiert, eben, wenn man das WTL anschaut, das kostet mehr. Zum einen hätte man mehr Möglichkeiten vielleicht, auf die Person einzugehen, also das Unternehmen, wo eigentlich sagt, wir machen grundsätzlich das, wir machen Betonklötze, und ob jetzt die Kante genau so

ist oder nicht, ist egal, aber es sind immer noch Betonklötze und WTL kann sagen „Gut, du schraubst da ein bisschen Velo, du machst ein bisschen das, du machst das.“ Das ist sicher flexibel. Ich habe auch jemanden gehabt, auch nicht Konkurrenz, ein anderer, der immer gesagt hat „Ja, das ist offen für dich und du bekommst für das noch Geld.“ Sage ich „Das ist richtig. Aber du siehst nur die Spitze vom, Eisberg jetzt.“ Es kann sein, dass der vielleicht einmal nicht kommt aus irgendwelchen Gründen und du hast ihn ja dann eingeplant für irgendetwas zu machen, wo zwar nicht existenziell ist, aber einfach jetzt einfach eingeplant wäre, das macht dann jemand anderes oder du selber. So eine Person braucht mehr Betreuungsaufwand, also ich sage jetzt, ein normaler Arbeiter kommt am Morgen, man sagt, „Hier ist der Auftrag, da ist das Material, mach selber, tschau.“ Das geht da nicht, oder? Und mitunter so eine Person zu motivieren, braucht extrem viel Zeit und auch Energie. Und da ist es einfach gesagt ... Eben, es ist keine Konkurrenz, aber es ist einfach so gewesen, du siehst vielleicht schon nur das, dass der mit dir mitkommt und da die Betonkübel hinten nachträgt, aber das macht er nicht ein Jahr lang, garantiert nicht. Der will irgendetwas anderes machen irgendwann, und du musst ihm etwas geben, und das musst du ihm vielleicht dann zeigen. Aber das ist immer, ich sage, in dem Sinn ich habe keine Angst von der Konkurrenz, ich habe Mitbewerber vielleicht und wenn dort irgendjemand fragt oder dumm ist, dann soll er das machen, wenn er fragen will, kann er mich fragen, bekommt eine ehrliche Antwort. Aber das ist nicht so ein Thema gewesen eigentlich.

A: Ja, dann kommen wir noch zum nächsten, Interaktionsthemen. Das wären jetzt Ressourcen, Normen und Werte, Anliegen und Interessen, ich sage jetzt mal von der Gesellschaft allgemein, haben Sie da den Eindruck eben zu so Themen wie berufliche Eingliederung, das ist zunehmend ein Thema, oder das wird fast erwartet von einem Unternehmen, eben, dass man so ein Engagement übernimmt, oder ...

B: Ich sage es ist noch schwierig, das vielleicht so ... Insgeheim, sage ich mal, man darf das erwarten von einem grossen Unternehmen. Auf der anderen Seite wäre es von mir aus gesehen falsch, wenn man es würde gesetzlich verankern und sagt, ab einer Betriebsgrösse von X muss man ... Dann ist die Gefahr da ... Ich bringe ein anderes Beispiel, dort, wo die kostendeckende Einspeisevergütung gekommen ist für die Kraftwerke, da haben im Wallis unten der hinterletzte, verdamnte, kleine Bach hat man (unv.), einfach weil es Geld gegeben hat für das, das ist zum einen völlig ineffizient, die haben die Landschaft kaputt gemacht und es kostet am Schluss einen Haufen Geld dem Staat und sonst bringt es gar nichts, oder? Und das sage ich, ist das vielleicht ein bisschen das (unv.), wo sagt, wir müssen das machen, weil dann kann es gut sein, dass das Unternehmen kommt und sagt, ja, wir machen das schon, es kostet dich dann so viel. Und über die Qualität, ob dann eine Qualität auch noch da ist, und das vor allem zu überwachen, ist noch schwierig, ob das geht, das würde ich jetzt persönlich sagen, so Center, wie ein WTL ist vielleicht eher (unv.), der grosse Haufen geht dahin, dort haben wir genug Möglichkeiten, dort haben wir ein

Betreuungspersonal, und wenn sich dann jemand eignet, dann ist es super, wenn es die Möglichkeit gibt, also die Möglichkeit sollte man sicher geben. Man sollte vielleicht Unternehmer auch mal flächendeckender informieren, weil es gibt doch etwa fünfzig Prozent von den Leuten, wo ich geredet habe über das, haben das nicht gekannt in dem Sinn. Und es hat vielleicht den einen oder anderen gegeben, wo das könnte haben, also sprich könnte man sagen, Normen und Werte vertritt das quasi, ich würde das gerne, aber ich weiss nicht, wie. Und es gibt verschiedenes, wo man dort vielleicht könnte machen. Anliegen und Interessen, da ist das eigentlich relativ klar, ich habe das ziemlich am Anfang eigentlich gesagt gehabt, am Schluss, Ende Jahr, muss ein kleines Plus da sein. Es darf nicht null sein, es darf nicht negativ sein, es muss auch kein Riesenplus sein, aber ein Plus muss es sein. Und das ist eigentlich die Herausforderung. Ich sage einfach, man klärt das ja ab, also man sagt nicht einfach „Du gehst jetzt mal dort.“ Das funktioniert sowieso nicht, man klärt das ab, dann kann man das auch eher abschätzen, wie ist das Risiko für mich und was kommt da rein, was ist auch ein Teil von der Vergütung, wo es gibt pro Arbeitstag im Prinzip, wie kann ich die Person nachher einsetzen und mich dementsprechend auch entlasten, wo sich alles kann wieder rechnen, erreicht man relativ schnell, sage ich jetzt mal, auch für mittlere Betriebe, grössere Betriebe unter Umständen.

A: Vom Umfeld her, ich sage mal ein bisschen auf einer höheren Flugebene, wo sehen Sie da Auswirkungen oder Implikationen auf der Ebene wie Gesellschaft, Natur, Technologie, Wirtschaft?

B: Auf die Gesellschaft, denke ich, könnte es den Einfluss haben, dass den Leuten vielleicht auch bewusst wird, dass der Staat nicht immer der Böse ist, wo klemmt, sondern dass der Staat vielleicht auch eine Institution kann sein, wo Hilfe bietet, oder dass grundsätzlich die Schweiz auf ihre Menschen schaut, einfach gesagt. Das könnte ein Einfluss sein. Von der Natur her ... Ist noch schwierig dort eine Brücke zu schlagen. Direkt finde ich da keinen Einfluss, ehrlich gesagt.

A: Ja, ich auch nicht.

B: Ob jetzt der mit dem ÖV kommt oder mit dem Velo oder mit dem Auto, das ist so ein bisschen ... Technologie, könnte ich mir vorstellen, zur Zeit wird immer Angst geschürt vor Industrie 4.0, viel Automation, blablabla, und das ist schon dort gewesen, wo der James Watt die Dampfmaschine erfunden hat und die Industrialisierung und die Dorffabriken gekommen sind. Ist zum einen so, dass gewisse Jobs werden verschwinden, es ist aber so, dass man vielleicht Jobs kann flexibler gestalten durch das, das heisst, die Maschine nimmt einen Haufen schwierige Aufgaben, oder wiederholende Tätigkeiten ab, und man könnte entsprechend auch ein User-Interface vielleicht so designen, dass es für jemanden einfacher ist. Ich sage es jetzt einfach gesagt, wenn wir jetzt einen haben, wo CNC-Programmierer gewesen ist, aber grundsätzlich (unv.) Arbeit gemacht hat, und ihm das auch zusagt, dass man sagt, man kann den in dem und dem Entwicklungsschritt von einem Programm (unv.) quasi dort und dort einsetzen. Dann könnte man vielleicht ein Job vielleicht mit drei Leuten in einem (unv.) Programm ersetzen, das

Ergebnis ist das gleiche, wir haben drei Leute beschäftigt, drei Leute haben eine Aufgabe, drei Leute finden sich wieder zurück, das ist vielleicht heutzutage mit der Technologie wäre es einfacher, so eine Anpassung zu machen, das könnte einen Einfluss sein. Mit der Wirtschaft, langfristig, da bin ich dann gespannt vielleicht mal auf die Zahlen von Ihnen, wie viele, dass quasi zurückgefunden haben, weil ich sehe nur so ganz ein kleines Ding, eine kleine Spitze vom Eisberg, ist klar, zum einen würde das eine Entlastung bedeuten, oder kann es eine Entlastung bedeuten, von mir aus gesehen. Zum anderen ist es auch so, dass die steuerliche Belastung oder die grundsätzliche Staatsabgabenbelastung tendenziell könnte kleiner werden, falls man mehr Leute würde zurückbringen in den Arbeitsmarkt, wo können eine verwertbare Tätigkeit ausüben und nicht, jetzt böse gesagt, daheim warten, bis irgendwo ein Job da ist, wo sie können machen.

A: Dann würden wir noch zu den Abschlussfragen kommen. Den Hauptteil haben wir hinter uns. Eben, was ist Ihre Ansicht zu dem Thema, ich sage jetzt mal die Auswirkungen von der beruflichen Eingliederung aufs Unternehmen? Haben Sie da vielleicht noch eine Idee oder einen Gedanken, wo wir so noch nicht besprochen haben?

B: Also von mir aus gesehen ist es sicher sinnvoll für beide Seiten. Ich bin jetzt vielleicht ein bisschen ein gebranntes Kind, ein bisschen ein schlechtes Verhältnis bei mir, weil alle aufgehört haben. Es ist eine Geschichte der Unternehmensgrösse vielleicht noch, wo dazukommt, wenn man quasi Arbeitgeber, Chef und Verkäufer und Geschäftsführer im Gleichen ist, ist das vielleicht ein bisschen eine andere Geschichte, als wenn ich zehn Angestellte habe und sage, wir haben eine Götti für dich, wo mit dir da unterwegs ist. Das ist so ein bisschen der Punkt, aber sonst von mir aus gesehen, ist das eine tolle Geschichte, wo man von mir aus unbedingt muss weiterverfolgen. Also das, wo jetzt am Laufen ist im Moment, das bringt definitiv eine Entlastung für mich. Und das Schöne ist, man kann das schrittweise rauffahren, also sie hat am Anfang Da ist ein Bildschirm, und da ist das Word und da ist das Excel und da ist im Fall das Programm, da musst du dann schauen, da kommen dann so und so und so, und da fängt man mit einfachen Sachen an, es ist auch einfacher im Office-Bereich, muss ich ganz ehrlich sagen, Heute tust du mal alle Debitoren (unv.), heute tust du mal den Zahlungseingang kontrollieren und morgen schaust du dann, wer ist drüber, wer hat auf dem Konto zu tun gehabt, und übermorgen fängst du mal an ... Also jetzt verkürzt gesagt natürlich, der Aufgabenumfang, aber so quasi fängt das an. Und bis man dann irgendwann vielleicht sogar bei (Buchhaltung?) landet, und da sind immer wieder Aufgaben dahinter, wo sich immer wiederholen, das heisst es gibt eine gewisse Routine, das ist nicht so wie, ja, heute musst du drei, vier Rädchen wechseln, und morgen musst du Turbolader ausbauen, wo du drei Tage dran bist, das ist sehr skalierbar, also sehr gut skalierbar, darum ja, also merkst du, das ist sicher etwas, wo man weiter verfolgen sollte.

A: Was ist da Ihre Ansicht, was denken Sie, eben, der langfristige Erfolg von Schweizer Unternehmen wird massgeblich abhängig sein eben von der sozialen Unternehmensverantwortung oder Nachhaltigkeitsstrategien.

B: Wenn Sie mich heute fragen, würde ich sagen, es ist sehr ... Es ist nicht wirklich abhängig von dem, aufgrund dessen, das kann man sagen, dem Kunden ist das, hart gesagt, scheissegal, ob mein Amazon Päckchen jetzt eingepackt wird von einem, wo eine Beeinträchtigung hat. Oder ob es irgendein Billigstlöhner ist irgendwo, sondern ich will es einfach haben, das ist es. Ich denke man müsste das Berufsziel schaffen, wo es quasi für Unternehmen eine Herausforderung wäre, Leute zurückzubringen, ich sage mal wie ein Contest, und sagen, anhand von der Firmengrösse, pro tausend oder pro hundert Mitarbeiter zwei Mitarbeiter zurückgebracht und die arbeiten jetzt seit einem halben Jahr hier, es gibt verschieden Varianten, wie man es könnte aufgleisen mit der Prämie, oder wie auch immer man das könnte machen, dass es einen Anspruch würde. Auf der anderen Seite müsste man auch die öffentlich Meinung vielleicht dorthin bringen, dass man sagt, es ist im Fall wirklich wichtig, es gibt ja Weihnachtskärtchen, aber die gehen in den (Knast?) tun die das dort drucken, Zeug und Sachen, in dieser Zeit zielt das darauf, ab dass die Leute ihr Herz öffnen, ist halt ein Druck von (unv.) und so. Aber im Grossen und Ganzen, wenn ich jetzt heute auf die Strasse gehe und sage, wir haben Produkt A, Produkt B, sind beide (grün?), machen beide das Gleiche das ist mit Hilfe von jemandem gemacht worden, wo zurückfindet in das Berufsleben, und das ist von jemandem gemacht worden, wo zwanzig Jahre dort arbeitet. Was bevorzugen Sie, beides der gleiche Preis, bin ich nicht so sicher, ob der sagt, ich unterstütze das oder ich unterstütze das, ich weiss genau, der weiss, was er gemacht hat, weil er das schon zwanzig Jahre macht, das ist so ein bisschen ... Weil das vielleicht auch nicht gekannt wird, also die Leute wissen das nicht, dass da jemand dahinter ist, wo das kontrolliert und dass es einfach die Abwicklung in zwei Stunden entstanden ist, statt in einer halben Stunden.

A: Da komme ich auch schon zu der letzten Frage, eben, haben Sie dann noch etwas, wo wir jetzt noch nicht angesprochen haben, wo Sie jetzt noch wichtig finden in dem Zusammenhang?

B: Ich denke wenn Sie jetzt die Doktorarbeit darüber schreiben, ist die Frage, wie sehen Sie es denn, wohin wollen Sie in Zukunft mit dem ganzen Programm, oder was ist wirklich so ein Teil von Ihrer Arbeit, wo Sie machen (unv.) Da ist die Frage, wie könnte man das kommunizieren, wie könnte man das quasi öffentlicher machen, sind es etwa elf Jahre, wo das am Laufen ist, 2009 haben Sie gesagt, ja, andere Sachen oder andere, ich sage jetzt mal, go vegan und go green und blablabla, das ist in kürzester Zeit ist das weitergegangen, oder es ist für mehr Leute ein Begriff jetzt, es ist mehr, Unternehmer schreiben es sich auf die Kappe „In unserer Mensa gibt es im Fall kein Fleisch mehr.“ Oder blablabla und so weiter und so fort. Aber das ist eigentlich so für Unternehmensleiter oder Besitzer schon vielleicht ein bisschen ein Thema, in der Öffentlichkeit ist es vielleicht nicht so bekannt, sprich, wenn man drüber gehen will und sagen, ich will ein Label einführen, dass wir so Leute unterstützen, was dann auch ... Wie gesagt, die Konkurrenz will es dann eben auch, also wollen es auch anfangen, mit der geforderten Qualitätskontrolle, wo es dann zwingend braucht, dann müssen wir das

zuerst mal der Öffentlichkeit ins Bewusstsein rufen und sagen, abgesehen von dem, dass es eine coole Sache ist, spart uns jeder Fall, wo zurückkommt, so und so viel Geld, entlastet uns Steuerzahler, blöd gesagt, oder? Es gibt verschiedene Fälle, aber das wäre vielleicht noch eine spannende Geschichte, wenn man sowas würde aufgleisen, oder? Könnten Sie eine zweite Doktorarbeit darüber schreiben.

A: Ja genau.

RH Ladenbaummanagement GmbH

Transcription Expert Interview RH Ladenbaummanagement GmbH

Company: RH Ladenbaummanagement Management GmbH, Stäfa

Implementation: 07.08.2020, 14:00 - 15:30, personally in the company

Interviewer (A): Boris Miethlich

Expert (B): Rolf Hüni

Transcription (English translation):

A: Exactly, would you like to remain anonymous or may I ...

B: No, no.

A: Good, type top. Then ...

B: The only thing ... Well, that doesn't exist with me, I am already so transparent, so it doesn't matter anymore, does it? No...

A: Well, people or something, that is made anonymous.

B: Yeah, yeah, I know that already. No, no, I have no problem with that.

A: But it won't be in that sense either, so if it were to be published now, where your name would be mentioned as well ...

B: Yes that is...

A: ...of course I would also contact you beforehand yes.

B: Yes, yes, yes, yes.

A: Exact

B: If you enter my name on Google then (unv.). No, no, that is not a problem, is it?

A: So you are interested in the results?

B: On the results? Yes. But I do not need a short report. I already ticked that off.

A: Okay, yes. But then I will be happy to send you the results. It will probably be at the end of the year ...

B: Yeah, yeah, just ... No, I would be interested to know what the result was.

A: Tip top.

B: Data, do you have the new data from us or do you still have the old data?

A: Probably still the old (unv.)

B: Because the phone number and everything has changed.

A: That is nice, yes.

B: Or? Good then.

A: We have a few introductory ...

B: Where are we now? Page three.

A: Exactly yes. Just a few introductory questions, then actually the main part, which deals with the effects of vocational integration, and finally a few questions about your personal assessment.

B: Yes, yes, no problem.

A: Well then let's get started. In which industry is your company active?

B: This is services, I say now in shop fitting and construction, so when you look up there you see the house? We now accompany you as a building

owner's consultant. That's an eight million box, right? And on the other side of Michi accompanies as a service provider project Glattzentrum, conversion, total conversion from Migros. And we are now on a job, if God wants us to be able to provide the service for a Nike-house, where electronic (unv.) makes. There are 130 branches and we are talking about a huge number of people and, and, and, and. We have now entered all this and now we are a bit jumpy. So the service sector in and of itself in the retail trade and in a certain sense in the building industry.

A: What is your current position in the company?

B: Girls for everything. No, CEO.

A: Good. When was the company founded?

B: 2010.

A: And how many people do you currently employ?

B: Five.

A: Five. Yes, exactly. And you already have experience with vocational rehabilitation or integration of your own employees?

B: Yes, yes, of course. Thanks to you. Yes

A: May I ask you, do you as a company have a sustainability strategy or a strategy for social responsibility, or is that implicit, or ...

B: No, we have not, but we have a great commitment where we want to put our efforts, especially with Mr F.. That values are created for people. And value that they are not just standing out there on the tracks somewhere. I don't need a strategy or anything for that. And besides, we are too small for a giant (unv.) anyway. But for us it is a big commitment, where we want to do or offer, that (haut?) for me. And if I had to write something for some canton, then maybe I would do that, but no, we don't have a strategy. We have the fish and that is our strategy and that's it, all right, right?

A: Do you then also communicate your commitment?

B: Yes, I wrote that down. If there are any discrepancies or questions about Mr F., we will answer them, but we will not ring the big bell and say that we have someone who is disabled or disabled and so on, but only from that moment when someone asks me "Is he not feeling well?" "I have already been asked that question. And then we say it, right? Or when someone asks me "Where is Mr F. from?" Even then. But otherwise we don't advertise it, so it's more of a personal contact, isn't it?

A: Yes, a bit of a call for projects or something, is that a topic?

B: No, absolutely no topic, because I don't want to make that an issue, because even if he has a disability, right? I just call it like that now, the handicap does not belong on the bell of a company, but he is a part, a component, of our organisation and in there (unv.) Yes, but that will not hang, we will not hang that, no. But we have this once. Whatever my wife did, some competition was there last year from the SVA or from the SVA, it doesn't know where you have to specify what you do, does it? Some nonsense, I said "Yes, all right, you do that."

A: To what extent do you now generally see vocational integration, or the employment of people with disabilities, as part of corporate social responsibility?

B: Yes, that is decisive. That people feel fully-fledged, that is, the disabled feel fully-fledged, and can also stand up in front and say "I'm doing something valuable for the company. Can they? Whatever it is, and if it's just carrying around the cleaning kettle, that doesn't matter, but that people have the support. Or, what I said before, if we were to dismiss him now, then it's unfounded, and then the social welfare office and the devil knows what all. And so ... I always say that the door is open. What I cannot do, I cannot force him to walk through the door, but I can encourage him to walk through it. And that is actually the rehabilitation, where I see where one can offer. And I believe that the bigger the company, the better you can offer it, because you have your own strategic department where you can support them, right? And with us we are, finished. No separate department, I am the girl for everything.

A: How many professional integration programmes have you accompanied so far?

B: One. So here in your own club? Yes, here one, and in my previous professional life I had about ten. Yes, from the apprentice, where perhaps he had a learning disability, up to the employee, where he had an alcohol problem and so on, yes. And the motivation is of course to help people develop. Either they become more capable of learning or get away from a problem, or their added value is there. That is motivation. It's a great joy when you see someone laughing, and it's fun when they do some work. Yes, that is ...

A: Do you also use vocational integration to recruit staff, or would that be conceivable?

B: No, I have to be honest, we are actually too small, aren't we? So now or now Mr F. would go somewhere and I would seize the opportunity again to promote someone. I would give it again, I would give it again.

A: Could you perhaps describe to me what you have experienced as a particularly great challenge in terms of professional integration, i.e. perhaps in terms of leadership skills, information from team colleagues?

B: Yes, yes. So what has been the special challenge with him has been to motivate him, so we're a bit in a difficult business, so we're like a plaything. One time we have to run, the other time we can sleep and at some point there has to be a goal. And that was the biggest challenge, to bring in a continuity, that he always has to do the same thing ... I noticed that relatively quickly, he has to do the same thing. So you can't interrupt the process and say, "Do it quickly," that's not possible, is it? That's what we tried to do, it actually worked out well and you know that from your own experience there, team colleagues and employees, they talk to each other of course, and I don't care what they talk about. The important thing is that they talk, right? That they exchange information with each other. The effort, when I look at the effort, yes, yes (unv.) okay. It is, I say now, a third higher than for a normal employee, but no. And the motivation of the person concerned, if I simply take the keyword,

that's natural, it was there. And we don't know what the reasons are that made it fall over, do we? But for that I am, I would have to do a doctorate as well, wouldn't I? He has always been motivated, hasn't he? Until something went off in his head, whatever, but he was on his own, because of the fact that we worked with him, we always (unv.), I don't know, were you still with us in the old office, in the basement. Down there, we had 45 Subito projects in there, the self-scan facilities. And until the cigarette butt was there, he had, let's take ten more away, he went through about 60, 65 branches himself, but he didn't do anything else but the Subito, did he? And then the person changed. Then we got a problem, because he didn't fit in his head and that has to do with his illness again and then we had to rotate a bit, didn't we? And that is, and we are actually together proud of the fact that he has managed to work with these people continuously and he is also popular outside, so "Where is the Michel? The question, it automatically still comes up, doesn't it? And that's, that's quite good. That's quite good. The other question, what's on here, I actually just wrote it down, firstly, I don't know how long he's been with me, seven or eight years, I have no idea. If I had to look, I would have to look at you. Yes, it doesn't matter. The only thing, after years ... I wrote down, after years of the work he had done to build up the company, the difficulty was that he had fallen back to field one. That's actually the greatest, yes, it's ... you reach a frustration threshold.

A: Yes, I can understand that, yes.

B: But do not give up, keep going. So, field one, we know how it works, if I had the decision, how to continue with the social services, then we also know how to do it, but for the moment we work in a reduced way anyway, it doesn't matter.

A: Has an innovation, a new product or service that you have been able to optimise come about in the context of professional integration?

B: Yes, the whole Subito story, it started relatively simple and then became a bit more complicated. Then he had more and more people and more and more tasks, and that's where he actually did a good job of building it up. He also has from his knowledge as a KV man, he was able to take it out of his rucksack and yet, yes, it was a gain, and also optimisations regarding orders and all that stuff. Exactly because he enjoyed working with these people, right? What he didn't want to put up with now is that we've had three changes of personnel in there and that, and he can't get that right, can he? Did he say to me, yes, in his last week he said to me "(unv.) I'm not doing anything more about it", right? And of course that's clearly from the illness, so in the first moment I almost flew out of the saddle too, didn't I? Say "What is it?" Or? Then I wanted to know (unv.) No, no, you would think that he has brought something.

A: How do you estimate the costs and benefits of vocational integration?

B: Well, professional integration ... I think the question is wrong. Has ...

A: Okay.

B: No, I just say that. It has, there is no relationship between expenditure and income. Income comes in 14th place somewhere. Expenditure is perhaps in

fifth place. For me, it's people that are important, not effort, income. I can't estimate that, I don't want to estimate it, do I? Have we now had a lot of effort and no return, yes, we are a (team of four?), aren't we? So either the team brings it together, or? And that's not the only person, and in any case not someone who is struggling. So the team has to operate as a team, then we have a return. We have no income this year. But first the fish is trained and there is (unv.). It is simply the environment where things are not right at the moment. But we all stand up again and say, as a team we try to fix it. That's important to me, to say that you can only compare effort and yield over a team if the person is integrated there. Then you can talk about effort and profit. We have now had a lot of order volume, versus what have we gained from it. It is as simple as that. That's why I say that, having seen the question, I have almost crossed it out. No, there is no, there is no expenditure for a person, from my point of view.

A: Then I hardly dare to ask the next question.

B: Why?

A: Precisely in this respect ...

B: No, no, I can answer that. So, the person concerned, so we're talking about him, has direct customer contact, so without him going through me, yes, and good. They appreciated him, so that's gone. And the reaction from the customers has been excellent. And then, where it tilted, it was less excellent, right? Where he stopped doing things, that is ... Versus the 70 shops or 65, where he did 80, we are talking about a fraction again. And it had to happen that maybe there was something ... Maybe we also overslept it a bit and thought it runs and does and does. So this is from good, to very good, to very bad again, isn't it? So this is simply the Gaussian bell principle, isn't it? Either it pushes itself more on the good side or pushes it again a bit on the other side, so from that point of view, no. That has always been good in itself and has never been forbidden. And I think this is a person with this disability. There is, I once saw a programme on television where a mongoloid, how do I put it now, they were cooking and I don't know what (unv.), are the happiest people, aren't they? Why shouldn't you give them the customer contact, goddamn it? I think that's important. And just in these days, when you have problems to get to know people, that you have a little ... Exactly.

A: Yes, then we just come to the two most complex questions.

B: Yes, I thought so. I looked at the note. It seemed really suspicious to me. But it doesn't matter, I always like that.

A: But we'll just go through it together, right. What is at stake, from your point of view, which stakeholders, or in the company's environment, who is affected and in what respect by the integration into the workforce? There is such a beautiful model. The company is at the centre of it all, and then the real issue is what direct and indirect effects all this has on the environment. We have issues such as the economy, ethical stories, human resources development, social aspects and the environment as such, and then there are stakeholders. If you have, I'd say, a community in the sense of the local population, customers, employees, suppliers. What else do we have?

B: (unv.), have already looked at it.

A: Do you see something where you say, but there are certain points of contact or it has an influence?

B: Well, I looked at it for myself and just said that I still think it's good, I know that from a sales point of view, you do that and go and look a little, and again, I looked at it and I think it has everything. Every page has something like that. And now I come back to my way of thinking. Why am I at the centre, why is it not the person or people at the centre, where the topics, the issues, the themes are addressed. If that is what I am trying to do, then that is what I am. But does that help me? I don't know, I'm a bit confused. Then I looked at it for myself and said, yes, okay, so when I look at stakeholder stories, I think the word is good, or, looking at it that way, the community is just as important as customers. Is just as important. Either you are running parallel to it or you are ... That's why I say, depending on how the business is behaving, I'm going to go to the business, turn it on its side or it turns on its side, right? Or filter out a day too, which is it now exactly. I think that's your job for once, isn't it? Well, I think it's incredibly important to be able to say that too. I think it's incredibly important that you have a second one. That you judge that one more time and then you say, aha, and the people who are in there are now the focus of attention. Where is that going, right? Is there a certain overlap, are there ways in which you can recommend? You could say, look, if you do that you have these effects or whatever, but I didn't try to do that too.

A: But the idea is good, yes. That is exciting.

B: No, I think it is very important that you, you say then you can put them on top of each other, don't you? We used to do things like this (estimations?), where is the Coop, where is the ABM, I don't know what, and then you put them on top of each other, didn't you? And then you knew relatively quickly who was going to explode, who was going to win (and so on), and then I would, that would be super smart. Yes.

A: Yes, that is an interesting approach, one has to look into it, yes.

B: Because then they both have the person, they have the person and they have the company. The company is people and these are people, right? But the company works according to turnover, little by little, and, and, and. That can happen completely differently. So I've written that down too, isn't that right? Yes, workplace integration in the team is the most important thing. And then you can fill this out. But for that you need another one next door, where you can fill it out (unv.). That is important, that is important for the person or people you employ. Well, I see it again and again, we work together with homes for the disabled, don't we? Of course you can see that, so there you have groups where you just hold the bag in the air and something falls in, right? Do you have others who can really (unv.), everything is right, isn't it? And then there's another group where the stuff is actually being monitored, and that's always changed. I know this from the Klaussackerl pack in Migros. About 30 disabled people from St. Jakob- und Züriwerk simply came. Everyone had his or her task, within the company. And that would still be

really good. Let's say the (unv.) set. And you can also see where the holes are. Where is it missing? Maybe it was with me.

A: Tip Top, yes. Then ...

B: The other thing is management, I love it.

A: Exactly, St. Gallen management model.

B: I love it.

A: Exactly, it is of course exciting to be able to depict such a small company in an abstract way. Exactly, otherwise we can gladly go through it again and the basic question here is also where to see the effects and implications of the professional integration into the company. The first point is processes, i.e. management, business and support processes. Do you see implications or effects there?

B: No, this is an absolute ... The process is absolutely rigged. This is in the company strategy without regard to any. So this is how I experienced it, the human being is faded out. It's about results, it's about processes, how does it have to run. So we too, I can show you, we make processes, so-called PMS, process management systems. My new employee cursed nicely. She said it was a huge load of crap. And yesterday she said to me, she's been with us for a year and a half now, yesterday she said, "Yes, you know, now I can fetch the paper and I know exactly ... Right? And that's actually what I see in the middle. Whether these are structures, whether these are cultures and, and, and. That must be recorded in processes. If we have the processes, then we can put the big flag somewhere and look now, you can start there and at some point you will end up down there. If you ask yes, if you ask no, and so on, right? And she's been doing that for a year now, and she's happy for God's sake, isn't she? She has a drawer (unv.) right now, doesn't she? And that's actually the inner circle there. This one is in there. Optimising, renewing, that can't be the job of people where with, I say now, handicaps.

A: Yes, good, there is the question, maybe more or also with the processes, I will say now, for example, did one have to structure processes better or structure them more detailed, because of the people in the professional integration for example?

B: Yes, definitely, definitely. So I could show you a trial later where we have. But it doesn't fit on the fishy, because that doesn't work for him, does it? Does it? Because you'd have to do a second one on the side or add a red or a blue one next to it and say, that's the person who might have a bit of trouble completing the process. Of course, I can see ways and means of where you can start, right? Yes, that's fine, isn't it? But does the person in the middle take the time to do that, that is the big question. Or can I take that as a guideline somewhere. I don't think so today.

A: Yes, I don't think they have that yet.

B: Or? I am just a terrible fan of PMS, or of these process management structures. Why, because somebody has to fail now, and now it's about a simple story, how do we file the data, what does it involve, and that's on top of it. I mean, if we write it on the (unv.) there, right? Then I will have forgotten about it in a week. So everyone can go and see what works. And I think that's,

that's something that goes into this, that you actually build up the processes for the, that's a stupid expression, for the normal employees, as for the stricken or disabled people, in parallel. And then you also notice, where is the gradient, so how much can I assign until I overload the person? Some of them then have a burnout, as seen, right? I've got that behind me. And the others are completely overwhelmed, aren't they? That belongs there in the process. You can certainly optimise that.

A: Then. The next point is about the moments of order, i.e. strategy, structure, culture, so ...

B: Yes, yes. So that is for me, that is for me already the question, where is the question, so a strategy, every company has a strategy. So it has some kind of strategy. And as we have talked to each other before, we do not have a strategy for disabled people, but we will do it when we have it, right? The bigger the (Grein?) is, where people are employed, the more structures are probably needed, and above all, besides the strategy, where the company has it, it needs culture. To make matters worse. It's no use writing on it that I'm socially committed, and then I start reducing my wages and I don't know what else. Well, for me there is a connection. Strategy is for me, is that what we want, right? To put it very simply. Do I want to work with disabled people or not, right? And if I say "yes", then what kind of structures can I offer, right? So now I need someone in the camp, running around with Sackrolli, can be yes, right? It is possible. And above all, it is not so easy to bring the culture into the people, the more people are there to live the culture. So you really need a hostage-taker in the back where you can make sure that it is put into practice, don't you?

A: Well, the literature is still interesting, there are also certain indications that it is said, yes, it takes a certain developed or mature corporate culture to make vocational integration successful at all? Conversely, however, it is also said that vocational integration also promotes the corporate culture.

B: Of course. I think both are right, but that starts there with the strategy of the company. I have to define it there, otherwise I cannot develop a culture. Because I say, I don't have to say, I'm hiring three right now, where there is a disability. That need not be the case. But if I say to myself from the start, and that's what we said to ourselves, it's silly in and of itself whether he was in debt, and the devil knows what, a bit of a nagging and so on, but to stand there and say, if I do that then it's the culture of the company, not just because it's not possible now, drop the fur and say nothing happened, right? And that can only develop there in the strategy and, as you say, in the literature, the more you deal with it, the more you can do, right? I think that is (unv.) important. So from my point of view, I can't say anything else.

A: Then the next point is the modes of development, that is, renewal, optimisation, in other words in relation to the organisation.

B: Yes, it needs that automatically.

A: Right. That's where the topics could be, I'm going to say now in relation to digitisation, that people say, yes, no, you should not digitise your work more often, but we can employ someone with a disability or something.

B: Yes, I can now really draw on all my resources, because Michael, where the lockdown came, yes, we are talking to each other now, or are we not talking to each other, then I also said "Listen, I don't want to have these two in the office anymore. (unv.). And then he came with ... Well, I just read that and said "You know, I don't know what that is, take a look at it. "That's what I mean about teams. Then he introduced it, told everyone Pipapo, the only one who didn't get it is the fishy. He doesn't do anything, he strictly refuses to do anything there, so he is completely overwhelmed. So write to him on a piece of paper, that would be the side effect of digitalisation, that there are people who have a single office on a yellow piece of paper. "Please do. "And in digitisation you can do exactly the same thing, only he doesn't see it, does he? Or he can't find it, or he doesn't want to, whatever his disability, so I think you have to find interfaces there, and we noticed that very, very quickly, he's had it up to here. I could show you this now, he's still full, although he has done certain parts, so the connection doesn't take place. That's why I think it's shamefully important to find out a little bit, can I do that with the human being or can't I do that, can I? And then it works, right?

A: So it's also nice if you can and want to take this into account, yes.

B: No, when I say in the strategy inside I say I want this, then I have to be prepared to do it. If I am not prepared to do that, then I must also turn my strategy around and say I want nothing to do with it. So I always say that if you say "yes" at the front, you have to say "B" at the back, right? Everything else does not work. And then we get back to the culture, then I don't get the culture either, right?

A: Yeah, yeah, sure.

B: Because the flat plane to the rising plane, digitalisation and automation and, and, and, and, engraving up to the stone tablet, all belong together. Depending on how you explain this to a person. I have had employees who were not able to do that. Why, because they simply refused to work with computers inwardly. I have been an instructor, I have done adult education. I've had cashiers who hammered on the old Sweda cash register where you get crooked fingers. They didn't have a chance where the electronic cash registers came, where you actually had to use your finger to count, no chance, right? You couldn't take them and put them there, but you had to take them to the training camp or to Pipapo wo. And they only became functional again when the scanner came, when you could simply have ... Yes, because they have it in their heads they counted. You didn't see on the Sweda cash register, now you have two stutz, one stutz and I don't know what, there's a paper strip out of it, or you didn't see that. They always have it in the back of their mind. As soon as the scanner is there, beep. Then it beeped and started counting, but tapping your finger on it never worked, or in a few cases, didn't it? And that's exactly the point, isn't it? So you can do something, then you change it, then it doesn't work again, and then a new technology comes along, then it can work again. But don't leave people out and say yes, how do I do that, I always tap that there. That does not cost anything. Exactly that doesn't work, but that's it again, now we are back at the umbrella level of strategy, structure

and culture. If it's not right there, then you can't be part of it either. All you can say is "Yes, okay, we have a new cash register, but no work for you," and that is not it. That is not integration, yes.

A: Yes, that is true. Let us come back to the stakeholders. Do you see any effects or implications now on professional integration?

B: Yes, I can see them already.

A: We have customers, investors, public authorities, media, competitors

B: Yes, we have everything there. We have everything there. Yes, no. So, when I look at the interactions, but also at the stakeholders, then I have to say, yes, it all has everything to do with it ... I can't have a say in it as an investor, because I am the investor. Either I have, or I don't have any. Customers, customers must be integrated as a matter of course. So when you do a job, and I say now, you can't see that the fishy has that. But there are others, where maybe a crooked (hand?) has, or something like that, then it is shamefully important to say "He works for us, maybe he is not the fastest, but he does his job. "And you have to transfer that to the customer. Now I'm up on the roof again, aren't I? That is so. Employees, that is the management task of every boss. To say that when we have the strategy and say we're going to do it, that we're going to work with him, then you have to make sure that you don't have some ricochet inside where it's going to ride on him, that's stupid. You can't do that, right? And I can't ... Public, I took a shitty course like this once, no, no, didn't I? We were in South Tyrol this week. Two days a little bit (unv.) and air the brain, and we are not 25 years there. Then we talked a bit about Corona with the boss, no, the former boss, who has given everything to his son in the meantime. Then he tells us "Did you also see in the media, the trucks where the dead people were walking around, where they were bringing the dead? Then I say "Yes, yes, I'm fully aware of where they said, you're completely overloaded, lorries have been bringing dead people around. "He says: "Yes, I will tell you what it is, it is where the earthquake struck two years ago in Lombardy. " Did they just give us publicity in the press inside, these are all the people we've gathered together and that's not true back and forth, is it? And that's why I have a bit of a divided relationship with the media. I was also confronted with the media once in an emergency where we had, where I had civil defence, so that is the worst thing we have, the worst thing for me, so. And that has nothing to do with disabled people. It has not even lost anything there. Whoever gets in there must be highly professional. Highly professional, and otherwise the door is, just close it. I just got out because we may now have a bad culture, that we look for mistakes in companies and so on. So we are not looking for the positive, we are looking for the negative. Yes the state, my dear state, isn't it? We always say, welcome to the banana republic, right? No, that's stupid, isn't it? I thought I wrote it down last thing. You have to talk very clearly about the structures in there. Very clearly about the structures. The state, that's you and me and everyone running around. And there are the few clowns in the breaks, where we have to empty the sand over our skulls, when things get a bit critical and say "Yes, then we're no longer here. We don't need them, do we? We really

don't need them. And that's where I think you stop, that's where you lie, that's where there's a pile in there where entrepreneurs can help us. It doesn't have to be about dying financially, but about structures, where can you run to. Sometimes we search from the internet, where do we go with this question, because (unv.) we don't find it. We don't find it here at the state either, do we? Yes, what do I do now with the fishy if it always says "no", what can be the reason? Who can I ask? I cannot ask a doctor, I don't get an answer, do I? And so on. So there I see something else. With the suppliers, I still like the next point. Now it depends on the person where you have integrated and have led to the problem. I know Nagel employees, they're really happy when I get up and running. I haven't been there for two years. It happened to me the week before last. Yeah, he already called the name and stirred his hands, didn't he? So I'm thinking this is a process, like when you're in the office inside, someone who works outside, right? And people, I said that before, they need contact. And when they don't have contact. There are, I don't even know what they're called, those people who have their heads down and sit in a corner somewhere and say nothing, right? There are also those who don't know how to help, aren't there? And the most interesting thing I wrote down for myself was the competition. So the competition is listening. When you say, "We have someone with us." "Yes, can you do that?" "Yeah, that's fine." Right? But you just have to move around a bit and be patient, right? The competition, we can't eliminate them. They're interested, right? Maybe because of an event we're doing. Maybe they have the idea, I'll do that too. And if we do, I was quickly at a college this morning, at a CEO in Spreitenbach. They have a whole floor, so they make electrical goods from plugs to, I don't know, I don't know how the company (unv.) or something, maybe you've read it, put it together and so on, he has a whole department for the disabled with him, where they pack products for them, label products, and then I said to him "Yes, do they make it special in a way? Do they? Does he say "No, for God's sake, or, they do the work, and they do it perfectly." Now at monkey speed, so that's when you have to find a partner. And that will be as competition, that's not competition from me, I'm still listening, of course, or, what are you actually doing, or could I still work with them and so on. We worked together with Bühl in Wädenswil, we've already worked together in Erlenbach, the Martin Foundation and so on, great, or, the necessary competition is part of it, isn't it? And they also compete with each other, that's the crazy thing, isn't it? I only know from the St. Martin's Foundation, from Swiss, which was Swissair back then, that they lost orders to clean and refurbish headphones and repackage them. There was a huge battle going on, who is going to get in with the new airline, I think it was the Martin Foundation, but then the competition comes in a flash, within these organisations, and I think that's good. Looking at it from a circle, and there are simply different aspects to it, and one doesn't replace the other, but processes should be brought in, shouldn't they? I don't know where I can go now. So I start at the start and then I don't know where I have to go.

A: Then we come to the next point, these are the topics of interaction, just like resources, norms and values, concerns, interests, do you notice that there is, perhaps also from the environment, rather the expectation that you as a company do integrate people, or that this is a topic somewhere?

B: No, I don't actually experience interactions of this magnitude, but again it has to do with this question, where we answered before that we don't want to make a big deal of it, right? And I don't know now, are there companies where we say "As we have to ..."? Or "Can you come to us." I can't share, I don't know, but with us it's just like that, we don't advertise it, we don't want to show people, we don't want to put it in the shop window. And that makes it a bit difficult to say, yes, society, how does it react and, and, and. There are all sorts of different topics, how the economy reacts, I have no idea, I can't tell you. Because I don't put anything in the window, or, if I put it in the window, then I could imagine that something would come, where norms and values, I'll put it this way, someone in a wheelchair can be just as functional as anyone else, but if you put it in the shop window, "Yes, this is a disabled person. Meanwhile, he's actually had a back injury, or an accident, or don't know what, right? And the only thing that's in there for me, I wrote a little bit behind my ears, concerns and interests are in a circle, which I find disgracefully important. What concerns and interests does it have. What do I have as an employer for ... How congruent can it be, or does it have to be congruent, or does it not have to be congruent, I rather think it doesn't have to be congruent. But it has to be supportive, on both sides, so one person has to help the other a little, because in the case of Mr F., for example, we have noticed when we say "You can come if you want". Then he comes at half past ten. We simply have to tell him "But you have to be in the stable by nine. Right? And if he comes and says "Yes, but I don't want to." Then I'll say "Okay, then stay home and do something." We can afford that, there's less to do on a big farm, right? And that's the kind of thing I wanted to have, with stricken people, or with disabilities, there are no standards and there are no values and no nothing, you can just delete that. Because that's the chapter where people are very troubled and hurtful for people, isn't it? But I think it's good, that's inside, I've already read it. (unv.) okay, that's in, right? But it doesn't quite fit into the theme, but of course it belongs in the overall thinking, but it doesn't quite fit into the disability theme.

A: Then there is the last point, that is rather a bit of a higher altitude. Do you see the effects and implications of professional integration, society, nature, technology, economy in general?

B: Yes, of course. Of course I see that. So in society ... Just like that, in society no one has to notice that a person is disabled, unless it is visually visible, that person can be mentally disabled, he has to be integrated into society, full stop, end, right? Whatever he looks like and whatever he has. Then I have nature, nature I have not quite understood, so it has nothing to do with a tree.

A: Nothing comes to mind now, yes.

B: No. With nature, I say, for me, as natural as man is, that is how he should stay. Full stop, end. If I, technology is to be adapted to the requirements of

the person concerned, which is what we do with a perfectly healthy person, if he is (unv.), we also adapt it and say "Go home to the nest". Or I do not know what. I can see that already. And what else is there? Economy?

A: Right, yes.

B: Yes, the (Leuer?) came to my mind, no, economy ... No, nonsense. Economy, it's only as good as the people can contribute. If people are out of work, become social cases and are put somewhere, the economy gets a problem with financing these people, so we employ them, right? If we employ them, and if it's only screws that count, it doesn't really matter, then people are employed. It has been a prime example for me, in Tokyo, in Japan, I have never seen so few unemployed people. There's a guy standing on the street with a flag, what does he do with the flag, they do all the building sites that are fenced in like that, and in there (unv.) they do it and do it, and then the gate opens, and then the guy with the flag stands out and stops the traffic, trucks come out. But he doesn't reach the door, he stands there, makes sure that the truck can drive out cleanly, then he stands up again and then the door closes. Full stop. So they have a social system where they employ people, not vice versa. And we have in the subways inside, the one where they say today "Yes, you have to wash your hand and ...". There are whole cleaning crews with a rag on the banister, they do nothing else all day long, but they are busy. They don't just sit in a corner, they bring their share to the economy, don't they? And I find that disgracefully important. And it's still very dangerous here, at some point you say "Yes, you can't use them. And then? The economy has to finance it again, whether they like it or not. So that's what I understood by the topic a bit. Exactly, the (Leuer?) is not, would be exactly the opposite.

A: Yes, then we would already come to the end of the interview, what is your view on the topic, the effects of occupational integration on companies, did you have any thoughts?

B: Where are we? Back there? Are we 27 yet?

A: No, 24.

B: Ah on 24, yes. I'm open. The important thing is that people help to strengthen a company. If they are allowed to do that, if they are allowed to do that, then they have very good employees. Whether he's a quick thinker, a slow thinker, whether he's limping, or just normal, for me the impact is just that it's important that these people contribute to the success of the company. And they benefit from that, whether it's a bonus, a cake or I don't know what else. They contribute to the economic success of all of us together, and that is the most important thing for me, everything else is not interesting, isn't it? So my yes, my view.

A: Do you think that the long-term success of Swiss companies will depend to a large extent on sustainability?

B: Who is it? Pick it up and say I'll call you back.

C: Anyway, he has hung up now.

B: Then it doesn't work, the telephone.

C: He must have read some mail.

B: Yes of course he has read this. That's just the builder (unv.) who is sitting on the (unv.) six months and I have the problem. He has earned a little bit of money, but that's not important. No, that is, if the long-term success of Swiss companies depends on sustainability strategies. I say yes. I say yes. It can be a success, but we have to go back to that and say, what do I put in my (roof?), what do I put in there, and then I am convinced that it will work. There is no point in making some article of law or some nice organisation and saying it would be if you could, or, but you didn't want to. So I think, yes, there can be long-term success for Swiss companies, yes, there is, otherwise we wouldn't have a sheltered workshop, would we? And now I say a Migros and Coop and what they're all called, where one hundred thousand people are employed, they can also, sorry, ten disabled people, that's still very little, but it doesn't matter, they can do it, and in part they also put it on the flag, how good that they are, I've been in there too, (unv.) must, right? So that's quite clear to me, yes. You have to, you have to. And when I see, as more and more people do, well, that's what I've seen during the Corona time, how people tip away, in alcohol and maybe because they can't get out (in threes?), because they're lonely, because they have nothing to do, quotation marks and closing signs. Not being able to handle a home office, not everyone can, as they have simply said "Do it once. Is that right? And that's where we have a problem, but if we take a clean approach and declare it there, what do we mean by that, not just office (etc.), now we're back in the open-plan office, because that's exactly why this happened, if it had been individual offices like in 1980, nobody would have cleared the office. The doors would have closed, so the one does not exclude the other. And I think we are now back indoors again at a moment when we can think about how we would solve this. It's no use saying to the fishy "No, now you work from home." I know he won't do it. He can't do it, it just doesn't fit into the scheme, because we didn't have it in the strategy, we were attacked by it, weren't we? Well, for me, the most important thing is still in there. And then we'll get it right, but not overnight, that will take another generation. And if we don't start now, we'll never get smarter.

A: Right, yes.

B: Is so.

A: Then we are actually through. Just one last question.

B: Yes.

A: Do you have a thought, or a hint or something we haven't mentioned yet?

B: No, we have actually already addressed a bunch of people. I will simply say that, despite all these nice papers, what I consider to be the most important thing when you ask where you have to answer, or want to answer, is the human being, the human being. What kind of strategies can be developed? For me, one of the most important things is that people respond to the question correctly, answer it correctly. So to look, there are means, there are ways. And now I'm with the cyber criminals, or, if there are possibilities, we only write programs for the top trained, what for the top trained, until the old man (unv.) gets behind, it needs a batch. What can we

do in this respect, automation, that sounds stupid now, of work with the disabled. So not that one, I don't mean that one. What can we do in the area of interior work, which we have not yet addressed, what can we do in the area of interior work. Now digitalisation on all sides, and then all the camps collapsed because they no longer knew how to solve it logistically, and, and, and. Did they? So how do we make it so that, in addition to those who spend the whole day sitting in front of their PCs, people are also enabled to do work where they have a disability, or are disabled, or whatever, so that they can do it on an easier programme, or I don't know what about, where someone else, in quotation marks and closing signs, is perhaps much too expensive, where they can be used for everything, right? What kind of possibilities, I don't know them, are there in there or are they planned for the future, where you say, boom, right? Or are there platforms where people can inform themselves, I don't know. Are there platforms where ... If I have to tell the F. (unv.) now, then he'll go crazy, won't he? Because it's not that if he has to stand a cash machine there and press and then ten applications come out, right? I have a colleague who fired me at 62, it's no use having twenty-year-olds in front of me, I have 45 years of experience in my job, they don't understand me, and that's, I say, there's an ageing population coming towards us, like the disabled and so on, they still have a task to solve, that's actually what I say, those are my issues, I look in and say, where can I find something. Is there somewhere, I'm talking about the admin page of the federal government, or, it's no use, it's just not possible, or you can try to knock somebody down somewhere else. And that, the concentration, that we as a company invent a drawer somewhere where we can let things slide and what's in there, would still be defined now, that would still be very, very helpful, I don't think that's only for us, is it? And when I sometimes meet the HR people I know, their hair stands on end if they only hear they have to search. So processes, where you have to stand and say "Yes, I want to apply." "That's not possible for such weakened people over the internet, that's not possible. Well, they can't find jobs that way, can they? Because they can't, it means you don't have to come over, you just have to send your papers and your references. What do we do then, right? It's the cramp where we are inside, what can be digitalised in this subject and what can't be digitalised, or what is the intermediate way. I think that digitisation will precede in one step. I'm still convinced that in 50 years we will still have change, I'm convinced of that, but we will probably be two-thirds of us via some system, watch or credit card or chip under the skin, I don't know what else is coming, will we go through that, or? Some people are having fun, some are having a little less fun and where are we going to put it, right? And then it would be quite interesting if you could do it alone (pull?), that's the strategy if you want to do it. After all, we have also done that in shop-fitting, to achieve strategic goals in terms of sustainability.

A: Okay, yes.

B: That was no easy task, what is sustainable, we were allowed to do a project, what is sustainable when I say we filled about 15 folders, with definitions and, and, and, and. The fact that you understand what it's all about

is that in the end a small company came out of it. Can you fill in whether you are working sustainably or not, right? And that's where we needed support, like you, where we are now (unv.), we had a professor, where corporate strategy was the order of the day, and so he gave us a lot of pressure, I still think that's good. And that's actually what I expect, because we have a manual for every nonsense, nobody reads it, but if you need it, you go and look for it. No, no, I think it's good and I think it's a very, very, very important subject. It's just a pity that Zurich hasn't come up with the idea yet, or St. Gallen to do something like that.

Transkription Experten-Interview RH Ladenbaumanagement GmbH

Unternehmen: RH Ladenbaumanagement GmbH, Stäfa
Durchführung: 07.08.2020, 14:00 – 15:30, persönlich im Unternehmen
Interviewer (A): Boris Miethlich
Experte (B): Rolf Hüni

Transkription (Deutsch):

A: Eben, möchten Sie anonym bleiben oder dürfte ich ...

B: Nein, nein.

A: Gut, tipp topp. Dann ...

B: Also das Einzige ... Also das gibt es bei mir nicht, ich bin schon so durchsichtig also es kommt nicht mehr darauf an, oder? Nein...

A: Also eben, Personen oder so, das wird anonymisiert.

B: Jaja das ist mir schon klar. Nein, nein, da habe ich kein Problem damit.

A: Aber es wird in dem Sinn auch nicht, also wenn jetzt daraus Veröffentlichung das würde geben, wo dann Ihr Name auch würde erwähnt werden ...

B: Ja das ist ...

A: ...würde ich mich vorher natürlich auch melden ja.

B: Jaja, Jaja.

A: Genau

B: Wenn du auf Google meine Namen eingibst dann (unv.). Nein, nein, das ist kein Problem, oder?

A: Eben, an den Resultaten sind Sie interessiert?

B: An den Resultaten? Ja. Einen Kurzbericht brauche ich aber nicht. Habe ich mir schon angekreuzt.

A: Okay, ja. Aber dann tue ich Ihnen gerne dann die Resultate schicken. Es wird wahrscheinlich so Ende Jahr ...

B: Jaja, einfach ... Nein, das würde mich schon interessieren, was da dabei herausgekommen ist.

A: Tipp topp.

B: Daten, haben Sie die neuen Daten von uns oder haben Sie noch die alten?

A: Wahrscheinlich noch die alten (unv.)

B: Weil die Telefonnummer und alles hat gewechselt.

A: Das ist nett, ja.

B: Oder? Gut also.

A: Wir haben ein paar Einleitungs- ...

B: Wo sind wird jetzt? Seite drei.

A: Genau ja. Eben ein paar Einleitungsfragen, dann eigentlich der Hauptteil, wo es so um eben die Auswirkungen von der beruflichen Eingliederung geht, und am Schluss noch ein paar Fragen zu Ihrer persönlichen Einschätzung.

B: Jaja, kein Problem.

A: Gut dann fangen wir doch an. In welcher Branche ist Ihr Unternehmen tätig?

B: Das ist Dienstleistungen, ich sag jetzt im Ladenbau und im Baubereich, also wenn Sie dort hinauf schauen sehen Sie das Haus? Da begleiten wird jetzt als Bauherrenberater. Das ist eine acht Millionen Kiste, oder? Und auf der anderen Seite der Michi begleitet als Dienstleister Projekt Glattzentrum, Umbau, Totalumbau von der Migros. Und wir sind jetzt dran an einem Auftrag, sofern das Gott will, dass wir die Dienstleistung können erbringen für eine Nike-Bude, wo elektronische (unv.) macht. Das sind 130 Filialen und da reden wir von einer Riesenmenge Leute und, und, und. Das haben wir jetzt alles eingegeben und jetzt sind wir ein bisschen hibbelig. Also der Dienstleistungsbereich an und für sich im Detailhandel und im gewissen Sinn im Bauwesen.

A: Was ist Ihre aktuelle Tätigkeit im Unternehmen?

B: Mädchen für alles. Nein, CEO.

A: Gut. Wann ist das Unternehmen gegründet worden?

B: 2010.

A: Und wie viele Mitarbeiter tun Sie aktuell beschäftigen?

B: Fünf.

A: Fünf. Ja, genau. Und eben Sie haben ja schon Erfahrungen mit beruflicher Rehabilitation oder Eingliederung von eigenen Mitarbeiter?

B: Jaja natürlich. Dank Ihnen. Ja

A: Darf ich Sie fragen, haben Sie als Unternehmen eben eine Nachhaltigkeitsstrategie oder eine Strategie für die soziale Verantwortung, oder ist das Implizit, oder ...

B: Nein haben wir nicht, aber wir haben ein grosses Engagement, wo wir in die Arbeit wollen stecken, gerade mit dem Herr F. zusammen. Dass Werte entstehen für die Leute. Und Wert, dass sie nicht irgendwo auf dem Gleis draussen stehen. Für das brauch ich keine Strategie und nichts. Und im Übrigen sind wir sowieso zu klein für ein Riesen-(unv.). Aber für uns ist es ein grosses Engagement, wo wir do wollen bieten oder, das (haut?) für mich. Und wenn ich da etwas müsste schreiben für irgendeinen Kanton, dann würde ich das vielleicht machen, aber nein, wir haben nicht eine Strategie. Wir haben den F. und das ist unsere Strategie und fertig, in Ordnung, oder?

A: Tun Sie Ihr Engagement dann auch kommunizieren?

B: Ja, das habe ich mir noch aufgeschrieben. Bei Unstimmigkeiten oder bei Fragen bezüglich dem Herr F., da geben wir Auskunft, aber wir gehen nicht mit der grossen Glocke läuten und sagen, wir haben da jetzt jemand, wo behindert oder angeschlagen ist und so weiter, sondern erst ab diesem Moment, wenn mich jemand fragt „Geht es dem nicht gut?“ Die Frage habe ich schon bekommen. Und dann sagen wir es, oder? Oder wenn mich jemand fragt „Du woher kommt der Herr F.“ Auch dann. Aber sonst hängen wir das nicht an die grosse Glocke, also eher im persönlichen Kontakt, oder?

A: Ja. So ein bisschen Projektausschreibung oder so, ist das ein Thema?

B: Nein, absolut kein Thema, weil das will ich auch nicht zum Thema machen, weil auch wenn er eine Behinderung hat, oder? Ich benenne das jetzt einfach so, die Behinderung hat, die gehört nicht an die Glocke von einem Unternehmen, sondern er ist ein Teil, ein Bestandteil, von unserer

Organisation und dort drinnen (unv.). Ja, aber das hängen wird nicht, das hängen wir nicht auf, nein. Doch wir haben das einmal. Was hat meine Frau auch gemacht, irgendein Wettbewerb ist da gewesen letztes Jahr von der SVA oder von den, weiss es nicht, wo man hat müssen angeben, was man macht, oder? Irgend so ein Unsinn, ich habe gesagt „Ja, ist gut, mach das.“

A: Inwiefern sehen Sie jetzt ganz allgemein eben die berufliche Eingliederung, oder die Beschäftigung von Menschen mit Behinderung, als Teil von der sozialen Unternehmensverantwortung?

B: Ja das ist entscheidend. Dass Menschen sich vollwertig fühlen, also die Behinderten sich vollwertig fühlen, und auch vorne hin können stehen und können sagen „Ich mache etwas Wertvolles für die Firma.“ Oder? Was es auch immer ist, und wenn es nur den Putzkessel umhertragen ist, das spielt keine Rolle, aber dass die Leute den Halt haben. Oder, das was ich vorher gesagt habe, wenn wir jetzt ihm würde kündigen dann ist es haltlos, und dann ist das Sozialamt und weiss der Teufel, was alles. Und so ... Ich sage immer, die Türe steht offen. Was ich nicht kann, ich kann ihn nicht zwingen durch die Türe durchzulaufen, aber ich kann ihn fördern, dass er da durchläuft. Und das ist eigentlich die Rehabilitation, wo ich sehe, wo man kann bieten. Und ich glaube, je grösser das Unternehmen, desto besser kann man das bieten, indem man nämlich eine eigene strategische Abteilung macht, wo solche begleitet, oder? Und bei uns sind wir es, fertig. Keine eigene Abteilung, ich bin das Mädchen für alles.

A: Wie viele berufliche Eingliederungen haben Sie bis jetzt begleitet?

B: Eine. Also hier im eigenen Verein? Ja, hier eine und im früheren Berufsleben, da habe ich etwa zehn gehabt. Ja, vom Lehrling, wo vielleicht eine Lernbehinderung gehabt hat, bis hinauf zum Mitarbeiter, wo ein Alkoholproblem gehabt hat und so weiter, ja. Und die Motivation da dazu ist natürlich die Hilfe, dass die Leute sich entwickeln. Entweder eben lernfähiger werden oder von einem Problem wegkommen oder ihre Wertsteigerung da ist. Das ist Motivation. Das macht eine Riesenfreude, wenn du jemanden siehst lachen und er hat einen Spass, wenn er etwas kann arbeiten. Ja, das ist ...

A: Nutzen Sie die berufliche Eingliederung auch zur Personalgewinnung, oder wäre das vorstellbar?

B: Nein, da muss ich ganz ehrlich sein, da sind wir eigentlich zu klein, oder? Also würde jetzt oder würde jetzt der Herr F. irgendwo hingehen und ich würde die Chance wieder ergreifen, jemanden zu fördern. Die würde ich wieder geben, die würde ich wieder geben.

A: Können Sie mir vielleicht beschreiben eben, was haben Sie jetzt als besonders grosse Herausforderung erlebt bei der beruflichen Eingliederung, also vielleicht eben, was Führungskompetenzen betrifft, Information von Teamkollegen?

B: Jaja. Also was die besondere Herausforderung ist gewesen bei ihm, ihn zu motivieren, also wir sind ein bisschen in einem schwierigen Business drinnen, also wir sind wie ein Spielball. Einmal müssen wir rennen, das andere Mal können wir schlafen und irgendwann muss es ein Tor geben. Und

das ist die Grösste Herausforderung gewesen, eine Kontinuität hineinzubringen, dass er immer das Gleiche ... Das habe ich relativ schnell gemerkt, er muss das Gleiche machen. Also du kannst nicht den Prozess unterbrechen und sagen "Mach mal geschwind das" Das geht nicht, oder? So haben wir versucht, das hinzubringen, ist eigentlich gut gelungen und das wissen Sie aus eigener Erfahrung dort, Teamkollegen und Mitarbeiter, die quatschen natürlich miteinander, und was die reden, das ist mir an und für sich ja wurst. Wichtig ist, dass sie reden, oder? Dass sie miteinander da sich austauschen. Aufwand, wenn ich den Aufwand anschau, jaja (unv.) okay. Der ist, sage ich jetzt, ein Drittel höher wie bei einem normalen Mitarbeiter, aber nein. Und Motivation von dem Betroffenen, wenn ich einfach das Stichwort nehme, das ist natürlich, die ist da gewesen. Und welche Gründe das jetzt zum Kippen gebracht haben, das wissen wir nicht, oder? Aber für das bin ich, müsste ich auch noch ein Doktorat machen, oder? Er ist eigentlich immer motiviert gewesen, oder? Bis da wieder irgendetwas im Kopf abgegangen ist, was auch immer, aber er hat in Eigenregie, durch das, dass wir mit ihm gearbeitet haben, wir haben permanent (unv.), ich weiss nicht, sind Sie bei uns im alten Büro noch gewesen, im Keller. Dort unten haben wir 45 Projekte Subito drin gehabt, also die Selfscananlagen. Und er hat bis die Kippe da gewesen hat der, nehmen wir noch zehn weg, etwa 60, 65 Filialen hat er selber durchgezogen, aber er hat nichts anderes gemacht, ausser das Subito, oder? Und dann hat der Mensch gewechselt. Dann haben wir ein Problem bekommen, weil der hat ihm nicht in den Kopf gepasst und das hat wieder mit seiner Krankheit zu tun und dann ist, dann haben wir dort wieder ein bisschen müssen rotieren, oder? Und das ist, und da sind wir eigentlich auch zusammen stolz drauf, dass er, dass er das hinbekommen hat, kontinuierlich mit diesen Leuten zu arbeiten und er ist auch beliebt draussen, also „Wo ist der Michel?“ Die Frage, die kommt automatisch immer noch, oder? Und das ist, das ist ganz gut. Das ist ganz gut. Die andere Frage, wo hier drauf ist, da habe ich mir eigentlich nur aufgeschrieben, erstens, weiss ich nicht wie lang er schon bei mir ist, sieben oder acht Jahre, keine Ahnung. Müssten ich nachschauen, müsste ich dir nachschauen. Ja, spielt ja keine Rolle. Das Einzige, also nach Jahren ... Ich habe mir da aufgeschrieben, nach Jahren von den Aufbautätigkeiten von ihm, ist eigentlich die Schwierigkeit gewesen, dass er wieder auf Feld eins zurückgefallen ist. Das ist eigentlich die grösste, ja ist ... Da erreichst du eine Frustgrenze.

A: Ja, kann ich nachvollziehen, ja.

B: Aber nicht aufgeben, weiter machen. Also Feld eins, wir wissen wie es geht, wenn mir den Entscheid hätten, wie geht es denn mit den Sozialwerken weiter, dann wissen wir auch, wie wir da können, aber Moment arbeiten wir sowieso reduziert, spielt keine Rolle.

A: Ist eben im Zusammenhang mit beruflicher Eingliederung eine Innovation entstanden, ein neues Produkt oder Dienstleistung, dass man etwas hat können optimieren?

B: Ja, also die ganze Geschichte Subito, die hat eigentlich ja relativ einfach angefangen und ist dann ein bisschen komplizierter geworden. Hat dann

immer mehr Leute gehabt und immer mehr Aufgaben und das hat, da hat er dann eigentlich eine saubere Aufbauarbeit geleistet. Hat er ja auch aus seinem Wissen als KV-Mensch, hat er das können aus dem Rucksack rausnehmen und doch, doch, das ist schon ein Gewinn gewesen, und auch Optimierungen bezüglich Bestellungen und alles so Zeug. Eben durch das er mit diesen Leuten gerne zusammengearbeitet hat, oder? Was er nicht hat wollen ertragen, ist jetzt, wir haben drei Personenwechsel in dem drinnen gehabt und das, und das bringt er nicht auf die Reihe, oder? Hat er zu mir gesagt, ja, in seiner letzten Woche hat er zu mir gesagt „(unv.) ich mache nichts mehr an dem“ Oder? Und das ist natürlich ganz eindeutig von der Krankheit, also im ersten Moment bin ich auch fast aus dem Sattel rausgeflogen, oder? Sage „Was ist?“ Oder? Hab dann wollen wissen (unv.) Nein, nein, also man würde schon meinen da hat er etwas gebracht.

A: Wie schätzen Sie den Aufwand und Ertrag ein von der beruflichen Eingliederung?

B: Also gut, berufliche Eingliederung ... Ich finde die Frage falsch. Hat ...

A: Okay.

B: Nein, das sag ich einfach. Das hat, es gibt kein Verhältnis zwischen Aufwand und Ertrag. Ertrag kommt bei mir irgendwo an 14. Stelle. Aufwand kommt vielleicht an fünfter Stelle. Für mich ist der Mensch wichtig, nicht Aufwand, Ertrag. Das kann ich gar nicht abschätzen, ich will es auch nicht abschätzen, oder? Haben wir jetzt einen Haufen Aufwand gehabt und kein Ertrag, ja, wir sind ein (Viererteam?), oder? Also entweder bringt das Team das auf die Reihe, oder? Und das ist nicht die einzige Person, und sowieso nicht jemand, wo angeschlagen ist. Da muss das Team im Team operieren, dann haben wir Ertrag. Wir haben dieses Jahr keinen Ertrag. Aber zuerst wird der F. geschult und da ist (unv.). Ist einfach das Umfeld, wo im Moment nicht stimmt. Aber wir stehen wieder alle hin und sagen, als Team versuchen wir das zu richten. Das ist mir wichtig, zu sagen, Aufwand und Ertrag kannst du nur über ein Team vergleichen, wenn die Person dort integriert ist. Dann kann man über Aufwand und Ertrag kann man reden. Wir haben jetzt einen Haufen Auftragsvolumen gehabt, versus was haben wir da draus gewonnen. So einfach ist das. Eben darum sage ich, die Frage gesehen, habe es fast durchgestrichen. Nein, es gibt keinen, ein Aufwand für einen Menschen gibt es nicht, aus meiner Sicht.

A: Dann traue ich mich die nächste Frage ja fast gar nicht zu stellen.

B: Wieso?

A: Eben in dem Bezug ...

B: Nein, nein, die kann ich beantworten. Also, haben die Betroffenen, also reden wir von ihm, hat der direkten Kundenkontakt, also ohne, dass er über mich gegangen ist, ja, und gut. Sie haben ihn geschätzt, also das ist gegangen. Und die Reaktion von den Kunden, die ist hervorragend gewesen. Und dann, wo es gekippt hat, ist es dann weniger hervorragend gewesen, oder? Wo er dann Sachen nicht mehr gemacht hat, das ist ... Versus die 70 Filialen oder 65, wo er gemacht hat zu den 80, reden wir schon wieder von einem Bruchteil. Und das hat müssen kommen, dass dort vielleicht etwas ...

Vielleicht haben wir es auch ein bisschen verschlafen und gedacht es läuft und tut und macht. Also das ist von gut, bis sehr gut, bis wieder sehr mies, oder? Also das ist einfach das Gausssche Glockenprinzip, oder? Entweder schiebt sie sich eher auf die gute Seite oder schiebt sie wieder ein bisschen auf die andere Seite, also von dem her, nein. Das ist an und für sich immer gut gewesen und ist auch nie verboten gewesen. Und ich denke das ist ein Mensch mit dieser Behinderung. Es gibt ja, ich habe mal so im Fernsehen einmal so eine Sendung gesehen, wo so ein Mongolid, wie sag ich jetzt, die haben gekocht und ich weiss nicht was (unv.), sind die glücklichsten Menschen, oder? Wieso solltest du jetzt ihnen gottverdammst nicht den Kundenkontakt geben, oder? Das find ich ist schon wichtig. Und gerade in der heutigen Zeit, wo man Probleme hat, unter die Leute zu kommen, dass man da ein bisschen ... Eben.

A: Ja, dann kommen wir grad zu den zwei komplexesten Fragen.

B: Ja, das habe ich mir gedacht. Ich habe den Zettel angeschaut. Der ist mir wirklich suspekt vorgekommen. Aber spielt ja keine Rolle, ich find das immer gut.

A: Aber wir gehen das einfach zusammen kurz durch, genau. Und zwar geht es da darum, eben aus Ihrer Sicht, welche Stakeholder, oder im Umfeld vom Unternehmen, wer wird tangiert und in welcher Hinsicht durch die berufliche Eingliederung? Gibt da so ein schönes Modell. Eben, da steht das Unternehmen im Zentrum und dann geht es eigentlich drum, was hat das alles für direkte und indirekte Auswirkungen auf das Umfeld. Da haben wir Themen eben wie Wirtschaft, ethische Geschichten, Personalentwicklung, da sind soziale Aspekte und die Umwelt als solches, und eben noch Stakeholder. Wenn man da, ich sag jetzt mal, eine Community im Sinn von der Bevölkerung in der Umgebung, Kunden, Angestellte, Lieferanten. Was haben wir noch?

B: (unv.), habe es schon angeschaut.

A: Sehen Sie da was, wo Sie sagen, doch da gibt es gewisse Berührungspunkte oder es hat einen Einfluss?

B: Also ich habe es für mich angeschaut und habe eben gesagt, ich finde das noch gut, ich kenne das auch aus umsatztechnischen macht man ja das auch und geht ein bisschen schauen, und wiederum, ich habe es angeschaut und ich finde, ich finde es hat eigentlich von allem. Jede Seite hat so etwas. Und jetzt komme ich halt wieder mit meiner Denkhaltung. Wieso bin ich da im Mittelpunkt, wieso ist es nicht der Mensch oder die Menschen im Mittelpunkt, wo das ansteuern, die Themen, die Themen. Wenn ich das ansteuere, ja gut dann bin ich das. Aber hilft mir das? Das weiss ich eben nicht, da bin ich ein bisschen überfragt. Dann habe ich das so für mich angeschaut und habe gesagt, ja gut, also wenn ich die Stakeholder Geschichten, ich finde das Wort schon gut, oder, so anschau, dann ist die Community genauso wichtig wie Customers. Ist genauso wichtig. Entweder bist du parallel läufst du dort durch oder du ... Darum sage ich, je nachdem, wie sich das Geschäft verhält, ich geh jetzt auf das Geschäft, kippt es auf die Seite oder es kippt auf die Seite, oder? Oder ein Tag auch rausfiltern, was ist es jetzt genau. Ich glaube das ist

dann einmal Ihre Aufgabe, oder? Also ich finde es wahnsinnig wichtig, auch das können zu sagen. Ich finde das wahnsinnig wichtig, dass man da, da müssten es jetzt eigentlich noch ein zweites haben. Dass man einmal das noch beurteilt und dann sagt man, aha und die Menschen, wo da drinnen stehen, die stehen jetzt auch im Mittelpunkt. Wo läuft das hin, oder? Hat es gewisse Überschneidungen, gibt es Wege, wo man kann empfehlen? Man kann sagen, schau, wenn du das machst hast du diese Auswirkungen oder wie auch immer aber ich habe mich nicht bemüht das auch noch zu machen.

A: Aber die Idee ist gut, ja. Das ist spannend.

B: Nein, ich finde das wahnsinnig wichtig, dass man, man sagt dann man kann sie aufeinander auflegen, oder? Wir haben dann früher so (Abschätzungen?) gemacht, wo ist der Coop, wo ist die ABM, ich weiss nicht was, und dann hat man das übereinander hingehalten, oder? Und dann hat man dann relativ schnell gewusst, wer explodiert, wer gewinnt (unv.), und da würde ich, das wäre noch super schlaue. Ja.

A: Ja, das ist ein interessanter Ansatz, da muss man nachgehen, ja.

B: Dann haben sie nämlich beide, da haben sie den Menschen, und sie haben die Firma. Die Firma sind Menschen und das sind Menschen, oder? Aber die Firma taktet nach Umsatz, nach und, und, und. Das kann völlig anders verlaufen. Also ich habe mir das auch aufgeschrieben, stimmt schon so, oder? Ja, Arbeitsplatzintegrationen im Team sind das absolut Wichtigste. Und dann kann man das ausfüllen. Aber für das brauchst du nebenan noch einen, wo du einmal kannst (unv.). Das ist wichtig, das ist wichtig für den Mensch oder die Menschen die du beschäftigst. Also ich sehe es immer wieder, wir arbeiten ja mit Behindertenheimen zusammen, oder? Da sieht man das natürlich schon, also da hast du Gruppen, wo einfach den Sack in die Luft halten und etwas reinfällt, oder? Hast du andere, die können dann wirklich (unv.), ist alles richtig, oder? Und dann kommt wieder eine andere Gruppe, wo eigentlich das Zeug überwacht, und das wird immer gewechselt. Ich kenn das noch vom Klausackerl packen in der Migros. Da sind etwa 30 Behinderte vom St. Jakob- und Züriwerk sind einfach gekommen. Da hat jeder seine Aufgabe gehabt, innerhalb von der Firma. Und das wäre noch richtig gut. Sagen wir mal das (unv.) setzen. Und das sieht man auch wo die Löcher sind. Wo fehlt es? War es vielleicht bei mir.

A: Tipp Topp, ja. Dann ...

B: Das andere ist ja das Management, ich liebe es.

A: Genau, St. Galler Managementmodell.

B: Ich liebe es.

A: Genau, es ist natürlich spannend eben, um so ein kleines Unternehmen irgendwie abstrakt können abbilden. Genau, sonst können wir da gern nochmal durchgehen und zwar ist es auch hier die Grundfrage eben, wo sehen Auswirkungen und Implikationen durch die berufliche Eingliederung ins Unternehmen. Beim ersten Punkt wären das Prozesse, also Management-, Geschäfts- und Unterstützungsprozess. Sehen Sie dort Implikationen oder Auswirkungen?

B: Nein, das ist ein absoluter ... Der Prozess ist absolut aufgegleist. Das ist in der Unternehmensstrategie ohne Rücksichtnahme auf irgendeinen. Also so habe ich es erlebt, da ist der Mensch ausgeblendet. Da geht es um Resultate, da geht es um Prozesse, wie muss es ablaufen. Also auch wir, ich kann es Ihnen zeigen, wir machen Prozesse, sogenannte PMS, Prozess Management Systeme. Meine neue Mitarbeiterin hat schön geflucht. Das sei ein Riesenmist. Und gestern sagt sie zu mir, die ist jetzt eineinhalb Jahre bei uns, gestern sagt sie noch „Ja weisst du, jetzt kann ich noch den Zettel vorholen und ich weiss genau ...“ Oder? Und das ist eigentlich das, wo ich da in der Mitte drinnen sehe. Ob das Strukturen sind, ob das Kulturen sind und, und, und. Das muss festgehalten werden in Prozessen. Wenn wir die Prozesse haben, dann können wir nämlich die grosse Fahne irgendwo hinlegen und schau jetzt, da kannst du anfangen und irgendwann landest du dort unten. Bei Frag ja, bei Frage nein, und so weiter, oder? Und das hat sie jetzt ein Jahr lang gemacht und ist Herrgott glücklich, oder? Sie hat gerade eine Schublade (unv.), oder? Und das ist eigentlich da der innere Kreis. Das da hier ist dort drinnen. Optimieren, erneuern, das kann nicht die Aufgabe sein von Leuten, wo mit, ich sage jetzt, Handicaps.

A: Ja gut da ist die Frage, vielleicht mehr oder auch bei den Prozessen, eben, ich sag jetzt mal, hat man zum Beispiel Prozesse eben besser müssen strukturieren oder detaillierter strukturieren, wegen den Personen in der beruflichen Eingliederung zum Beispiel?

B: Ja, auf jeden Fall, auf jeden Fall. Also ich könnte Ihnen nachher einen Prozess zeigen, wo wir haben. Der passt aber nicht auf den F., weil das funktioniert bei ihm nicht, oder? Oder? Weil da müsste du jetzt eigentlich einen Zweiten nebenher machen oder so ein roter oder einen blauen neben dranhängen und sagen, das ist die Person, wo dann vielleicht ein bisschen Schwierigkeiten hat, den Prozess zu erfüllen. Dort sehe ich natürlich schon Mittel und Wege, wo man kann einsetzen, oder? Ja das geht schon, oder? Aber nimmt sich der da in der Mitte die Zeit, das zu machen, das ist die grosse Fragestellung. Oder kann ich das irgendwo her als Richtschnur holen. Ich glaube heute noch nicht.

A: Ja, ich denke das hat man heute noch nicht.

B: Oder? Ich bin halt ein furchtbarer Fan vom PMS, oder von diesen Prozessmanagementstrukturen. Warum, weil es muss jetzt irgendjemand ausfallen, und jetzt geht es um eine einfache Geschichte, wie legen wir die Daten ab, was gehört da dazu, und das ist auf dem oben. Ich meine, wenn wir es da auf den (unv.) raufschreiben, oder? Dann habe ich das in einer Woche vergessen. So kann jeder gehen und nachschauen, was geht. Und ich glaube das ist, das ist schon etwas, wo in das rein geht, dass man die Prozesse für die, das ist ein blöder Ausdruck, für die normalen Mitarbeiter, wie für die angeschlagenen oder behinderten Menschen, eigentlich parallel aufbaut. Und dann merkt man auch, wo ist das Gefälle, also wieviel kann ich zuordnen, bis ich den Menschen überlaste? Die einen haben dann ein Burnout, wie gesehen, oder? Habe ich ja hinter mich gebracht. Und die

anderen werden völlig überfordert, oder? Das gehört dort in den Prozess hinein. Das kann man sicher optimieren.

A: Dann. Im nächsten Punkt geht es eben um die Ordnungsmomente, das wären da Strategie, Struktur, Kultur, also ...

B: Jaja. Also das ist für mich, das ist für mich schon die Frage, wo sich stellt, also eine Strategie, eine Strategie hat jede Firma. Also irgendeine Strategie hat sie. Und wie wir vorher schon miteinander geredet haben, wir haben nicht eine Strategie für behinderte Menschen, sondern wir machen sie dann, wenn wir sie haben, oder? Je grösser der (Grein?) ist, wo beschäftigt ist, je mehr braucht es vermutlich auch so Strukturen, und vor allen Dingen neben der Strategie, wo das Unternehmen hat, braucht es Kultur. Zu allem Wahnsinn. Es nützt nichts, wenn ich drauf schreibe, ich sei sozial engagiert, und hinten dran fang ich an den Lohn herunterzuschrauben und weiss ich nicht noch was alles. Also das hat für mich schon einen Zusammenhang. Strategie ist für mich, wollen wir das, oder? Ganz einfach ausgedrückt. Will ich mit beeinträchtigten Menschen arbeiten oder nicht, oder? Und wenn ich „Ja“ sage, dann kommt hinten nach, was für Strukturen kann ich bieten, oder? Also brauche ich jetzt irgendjemand im Lager, wo mit dem Sackrolli umherläuft, kann ja sein, oder? Ist ja möglich. Und vor allen Dingen, es ist nicht so ganz einfach, die Kultur in den Menschen hinein zu bringen, je mehr Menschen dort sind, die Kultur zu leben. Also da braucht es dann wirklich einen Geiseltreiber hinten drin, wo dann auch schaut, dass es umgesetzt wird, oder?

A: Also in der Literatur ist noch interessant, dort gibt es auch gewisse Hinweise, dass es heisst, ja eben, es braucht eine gewisse entwickelte oder gereifte Unternehmenskultur, dass man überhaupt berufliche Eingliederung erfolgreich kann machen? Umgekehrt heisst es aber auch, eben, die berufliche Eingliederung tut auch die Unternehmenskultur fördern.

B: Natürlich. Ich glaube es ist beides richtig, aber das fängt dort bei der Strategie vom Unternehmen an. Das muss ich dort festlegen, sonst kann ich keine Kultur entwickeln. Weil ich sage, ich muss ja nicht sagen, ich stelle jetzt gerade drei ein, wo beeinträchtigt sind. Das muss ja nicht sein. Aber wenn ich mir sage von Anfang an, und das ist auch das, wo wir uns gesagt haben, es ist an und für sich wurst, ob er Schulden gehabt hat, und weiss der Teufel, was, ein bisschen gedrögelt und so weiter, sondern hinstehen und sagen, wenn ich das mache dann ist es die Kultur von dem Unternehmen, nicht einfach, weil es jetzt nicht geht, den Pelz fallen lassen und sagen, ist nichts gewesen, oder? Und das kann sich nur da in der Strategie entwickeln und wie Sie sagen, in der Literatur drinnen steht, je mehr du dich da damit befasst, desto mehr kannst du auch machen, oder? Das find ich schon noch (unv.) wichtig. Also von meiner Sicht, alles andere kann ich nicht mitteilen.

A: Dann eben der nächste Punkt sind da die Entwicklungsmodi, das wäre Erneuerung, Optimierung, also in Bezug auf die Organisation.

B: Ja, das braucht es automatisch.

A: Genau. Eben dort könnten dann Themen sein, ich sag jetzt mal in Bezug auf die Digitalisierung, dass man sagt, ja, nein die Arbeit sollt man öfter nicht

digitalisieren, dafür können wir jemanden einsetzen mit einer Behinderung oder so.

B: Ja da kann ich jetzt wirklich aus den Vollen schöpfen, weil der Michael, wo dann der Lockdown gekommen ist, ja reden wir jetzt miteinander, oder reden wir nicht miteinander, dann habe ich auch gesagt „Hört zu, ich will nicht mehr, wie die zwei hier im Büro zu haben.“ (unv.). Und dann ist er gekommen mit ... Also ich habe das nur gelesen und habe gesagt „Du, ich weiss nicht was das ist schau es dir mal an.“ Das meine ich auch so auf Teams. Dann hat er das eingeführt, hat jedem gesagt Pipapo, der Einzige, der das nicht kapiert hat, ist der F.. Der macht nichts, der weigert sich strikt, dort irgendetwas zu machen, also da ist er völlig überfordert. Also schreib ihm auf ein Blatt Papier, das wäre jetzt der Nebeneffekt von der Digitalisierung, dass es Leute hat, wo ein einzelnes Ämtchen so auf einem gelben Zettel haben. „Mach bitte.“ Und in der Digitalisierung kannst du genau das Gleiche machen, nur sieht er das nicht, oder? Oder er findet es nicht, oder er will nicht, welche Behinderung auch immer, also ich glaube dort muss man schon Schnittstellen finden, und das haben wir sehr, sehr schnell gemerkt, der hat den Kessel voll gehabt. Ich könnte Ihnen das jetzt zeigen, der ist immer noch voll, obwohl er gewisse Teile erledigt hat, also die Verbindung findet nicht statt. Darum denke ich es ist schandbar wichtig, dass man auch ein bisschen herausspürt, kann ich das mit dem Menschen machen oder kann ich das nicht, oder? Und dann funktioniert, oder?

A: Also ist auch schön eben, wenn Sie da können und wollen auch Rücksicht darauf nehmen, ja.

B: Nein, wenn ich sage in der Strategie drinnen sage ich, ich will das, dann muss ich bereit sein das zu machen. Wenn ich das nicht bereit bin, dann muss ich auch meine Strategie kehren und sagen, ich will mit dem nichts zu tun haben. Also ich sage immer, wenn du vorne sagst „Ja“, musst du hinten auch „B“ sagen, oder? Alles andere funktioniert nicht. Und dann sind wir wieder bei der Kultur angelangt, dann bekomme ich auch die Kultur nicht, oder?

A: Jaja, klar.

B: Weil die flache Ebene zur steigenden Ebene, Digitalisierung und Automatisierung und, und, und, bis hin zu der Steintafel gravieren, das gehört zusammen. Je nachdem, wie du einem Menschen das erklärst. Ich habe Mitarbeiter gehabt, die haben das nicht gekonnt. Warum, weil sie einfach sich innerlich geweigert haben, überhaupt mit Computern zu arbeiten. Ich bin Ausbilder gewesen, ich habe Erwachsenenbildungen gemacht. Ich habe Kassiererinnen gehabt, die haben auf der alten Sweda Kasse, da, wo du krumme Finger bekommst, darauf rumgehämmert. Die haben keine Chance gehabt, wo die elektronischen Kassen gekommen sind, wo du mit dem Finger eigentlich hast müssen auf Zahlen, keine Chance, oder? Die hast du nicht können nehmen und dort hinsetzen, sondern die hast du dann müssen ins Trainingslager oder Pipapo wo. Und die sind erst wieder funktionsfähig geworden, wo der Scanner gekommen ist, wo man einfach hat können ... Ja, weil die haben im Kopf drinnen haben die mitgerechnet. Auf der Sweda Kasse

hast du nicht gesehen, hast du jetzt zwei Stutz, ein Stutz und ich weiss nicht was, da ist ja ein Papierstreifen raus, oder das hast du ja nicht gesehen. Die haben eigentlich immer im Hinterkopf. Kaum ist der Scanner da gewesen, piep. Dann hat das piep gemacht und hat angefangen mitzurechnen, aber mit dem Finger drauf heruntippen hat nie funktioniert, oder in wenigen Fällen, oder? Und das geht genau um das Thema, oder? Also du kannst etwas, dann änderst du, dann geht es wieder nicht, und dann kommt eine neue Technologie, dann kann es wieder gehen. Aber lass die Menschen nicht aussen und sagt ja, wie mach ich jetzt das da immer da darauf herum tippen. Das kostet ja nicht. Genau das funktioniert nicht, sondern das ist wieder, jetzt sind wir wieder auf der Dachebene Strategie, eine Struktur und Kultur. Wenn es dort nicht stimmt, dann kannst du das auch nicht mitmachen. Da kannst du nur sagen „Ja gut, okay wir haben eine neue Kasse, aber keine Arbeit für dich.“ Und das ist es nicht. Das ist nicht Integration, ja.

A: Ja, das stimmt. Kommen wir nochmal zu den Stakeholdern. Sehen Sie da Auswirkungen oder Implikationen jetzt auf die berufliche Eingliederung?

B: Ja die sehe ich schon.

A: Wir haben da Kunden, Kapitalgeber, öffentliche Hände, Medien, Konkurrenten

B: Ja, wir haben da alles. Wir haben da alles. Ja, nein. Also, wenn ich die Interaktionen anschau, wenn ich aber auch die Anspruchsgruppen anschau, dann muss ich sagen, ja es hat eigentlich alles damit ... Kapitalgeber kann ich nicht mitreden, weil ich bin der Kapitalgeber. Entweder habe ich, oder habe keines. Kunden, Kunden sind selbstverständlich zu integrieren. Also wenn man eine Arbeit macht, und ich sage jetzt, beim F. siehst du nicht, dass er das hat. Es gibt aber andere, wo vielleicht eine krumme (Hand?) hat, oder so, dann ist es schandbar wichtig zu sagen „Der arbeitet bei uns, ist vielleicht nicht der Schnellste, aber er macht seine Arbeit.“ Und das muss man den Kunden transferieren. Jetzt bin ich schon wieder auf dem Dach oben, oder? Ist so. Mitarbeitende, das ist Führungsaufgabe von jedem Chef. Führungsaufgabe zu sagen, wenn wir die Strategie haben und sagen wir machen das, wir arbeiten mit ihm zusammen, dann musst du auch schauen, dass du nicht irgendeinen Querschläger drinnen hast, wo dann auf dem herumreitet, das ist dumm. Das geht nicht, oder? Und ich kann nicht ... Öffentlichkeit, ich habe mal so einen scheiss Kurs gemacht, nein, nein, oder? Ich habe ... Wird sind anfangs diese Woche geschwind im Südtirol gewesen. Zwei Tage ein bisschen (unv.) und das Gehirn lüften, und wir sind ja nicht 25 Jahre dort. Dann haben wir mit dem Chef, also nein, ehemaliger Chef, der hat ja mittlerweile alles seinem Sohn gegeben, so ein bisschen geredet über Corona. Da sagt er uns „Habt ihr auch in den Medien gesehen, die Lastwagen, wo die Toten umhergeführt haben, wo sie da gebracht haben?“ Dann sage ich „Ja doch, das ist mir voll bewusst, wo es geheissen hat, ihr seid ja völlig überlastet, lastwagenweise Tote gebracht.“ Sagt er „Ja, ich sage jetzt euch, was das ist, das ist, wo vor zwei Jahren in der Lombardei unten das Erdbeben gewesen ist.“ Haben die uns einfach in der Presse drinnen Öffentlichkeitsarbeit betrieben, das sind alles die, die wir

zusammengesammelt haben und das stimmt hinten und vorne nicht, oder? Und darum ich habe ein bisschen ein gespaltenes Verhältnis zu Medien. Ich war auch mal bei einem Notfall, wo wir gehabt haben, wo ich Zivilschutz gehabt habe, einmal mit Medien konfrontiert worden, also das ist für mich das Schlimmste, wo wir haben, das Schlimmste, also. Und das hat nichts mit beeinträchtigten Menschen zu tun. Das hat nicht einmal etwas verloren dort. Der muss hochprofessionell sein, wer der dort hineinkommt. Hochprofessionell, und sonst ist die Türe, macht es gerade zu. Bin ich gerade raus, weil wir haben jetzt vielleicht eine schlechte Kultur, dass wir Fehler suchen in Unternehmen und so weiter. Also wir suchen nicht das Positive, wir suchen das Negative. Ja der Staat, mein lieber Staat, oder? Wir sagen immer, willkommen in der Bananenrepublik, oder? Nein, ist doch blöd, oder? Ich glaubte, ich habe mir das auch noch als Letztes dann aufgeschrieben. Man muss dort drinnen ganz klar über die Strukturen reden. Ganz klar über die Strukturen. Der Staat, das sind Sie und ich und alle, wo umherlaufen. Und da die paar Pausencrowns, wo wir da haben, wo den Sand über den Schädel leeren, wenn es ein bisschen kritisch wird und sagen „Ja, dann sind wir nicht mehr da.“ Die können wir nicht brauchen, oder? Die können wir echt nicht brauchen. Und da denke ich bleibst du stehen, dort liegt, dort liegt ein Haufen drin, wo uns Unternehmer kann helfen. Das muss nicht ums Verrecken mit finanzieller Natur, sondern mit Strukturen, wo kannst du hinlaufen. Wir suchen manchmal aus dem Internet ober runter, wo kommen wir mit dieser Frage hin, weil (unv.) wir finden sie nicht. Wir finden sie auch hier beim Staat nicht, oder? Ja, was mache ich jetzt mit dem F., wenn er immer „Nein“ sagt, an was kann das liegen? Wen kann ich fragen? Einen Arzt kann ich nicht fragen, bekomme keine Antwort, oder? Und so weiter. Also dort sehe ich schon noch etwas. Bei den Lieferanten, was der nächste Punkt ist, den find ich noch gut. Jetzt kommt es auf die Person drauf an, wo du integriert hast und an die Problematik hingeführt hast. Ich kenne Nagel Mitarbeiter, die haben eine Scheissfreude, wenn ich zum Laufen komme. Ich bin seit zwei Jahren nicht mehr da gewesen. Ist mir vorletzte Woche passiert. Ja der hat schon den Namen gerufen und die Hände verrührt, oder? Also ich denke das ist ein Prozess, wie wenn du im Büro drinnen sitzt, einer der draussen arbeitet, oder? Und die Leute, das habe ich vorher gesagt, die brauchen Kontakt. Und wenn die keinen Kontakt haben. Es gibt, ich weiss nicht einmal wie die heissen, die, wo den Kopf dann unten haben und irgendwo in der Ecke drinnen hocken und nichts sagen, oder? Die gibt es auch, da wüsste ich nicht, wie helfen, oder? Und das Interessanteste, das habe ich mir dann auch noch aufgeschrieben gehabt vorne, die Konkurrenz. Also die Konkurrenz hört zu. Wenn du sagst „Wir haben jemand bei uns.“ „Ja geht das?“ „Ja das geht schon.“ Oder? Aber du musst dich halt ein bisschen bewegen und musst Geduld haben, oder? Also die Konkurrenz, die dürfen wir nicht ausschalten. Die interessieren sich dafür, oder? Vielleicht durch ein Geschehnis, wo wir machen. Vielleicht haben die Idee, das mach ich auch. Und wenn wir jetzt, ich bin heute Morgen schnell bei einem Kolleg gewesen, bei einem CEO in Spreitenbach. Die haben einen ganzen Stock, also die

machen Elektroartikel von Stecker über, ich weiss nicht wie die Firma (unv.) oder so, vielleicht haben Sie das mal gelesen, zusammensetzen und so weiter, der hat eine ganze Behindertenabteilung bei sich, wo für sie Produkte abpacken, Produkte beschriften und dann habe ich zu ihm gesagt „Ja machen sie es eine Art besonders?“ Oder? Sagt er „Nein, um Gottes Willen, oder, die machen die Arbeit, und zwar perfekt.“ Mittlerweile in einer Affengeschwindigkeit, also da musst du dann einen Partner suchen. Und das wird als Konkurrenz, das ist ja nicht Konkurrenz von mir, da höre ich natürlich schon noch zu, oder, was macht ihr eigentlich, oder könnte ich mit denen noch arbeiten und so weiter. Wir haben ja in Wädenswil da mit der Bühl zusammengearbeitet, da in Erlenbach haben wir schon zusammengearbeitet, Martinsstiftung und so, super, oder, da gehört die notwendige Konkurrenz dazu, oder? Und die konkurrieren sich auch noch untereinander, das ist noch das ganz Verrückte, oder? Ich weiss nur von der Martinsstiftung aus, von der Swiss, also dazumal Swissair, die Aufträge verloren haben, Kopfhörer zu reinigen und aufzuarbeiten und wieder zu verpacken, das haben sie dann verloren. Da ist eine Riesenschlacht losgegangen, wer kommt jetzt bei der neuen Fluggesellschaft da rein, es ist glaube ich in der Martinsstiftung gewesen, aber da kommt dann die Konkurrenz dann blitzartig, innerhalb von diesen Organisationen, und das finde ich gut. So aus dem Kreis gesehen, und da gibt es einfach verschiedenen Aspekte, und das eine ersetzt nicht das andere, sondern man sollte Prozesse hinbringen, oder? Ich weiss nicht weiter, wohin kann ich jetzt. Also am Start starten und dann weiss ich auch nicht, wo ich hin muss.

A: Dann kommen wir zum nächsten Punkt, das sind die Interaktionsthemen, eben wie Ressourcen, Normen und Werte, Anliegen, Interessen, merken Sie, dass da, vielleicht auch vom Umfeld her, eher die Erwartung da ist, dass man als Unternehmen tut Leute eingliedern, oder dass das irgendwo ein Thema ist?

B: Nein, erlebe ich eigentlich nicht, dass Interaktionen in dieser Grössenordnung abgehen, hat aber wieder mit dieser Frage zu tun, wo wir vorher beantwortet haben, dass wir nicht an die grosse Glocke hängen, oder? Und ich weiss jetzt nicht, gibt es Firmen, wo sagen „Wie wir müsst ihr ...“ Oder „Könnt ihr zu uns kommen.“ Kann ich nicht teilen, das weiss ich nicht, aber bei uns ist es einfach so, wir hängen es nicht an die grosse Glocke, also wir wollen den Menschen nicht ausstellen, nicht ins Schaufenster stellen. Und da damit wird es natürlich dann ein bisschen schwierig, da sagen, ja, Gesellschaft, wie reagiert sie und, und, und. Da gibt es ja verschiedenste Themen, wie reagiert die Wirtschaft, keine Ahnung, das kann ich Ihnen nicht sagen. Weil ich stelle ihn nichts ins Fenster rein, oder, wenn ich ihn ins Fenster reinstelle, dann könnte ich mir schon noch vorstellen, dass irgendetwas kommt, wo Normen und Werte, ich sage es jetzt mal so, jemand, der in einem Rollstuhl sitzt, der kann genauso funktionsfähig sein wie jeder andere, aber wenn du den ins Schaufenster reinstellst „Ja, das ist ein Behinderter.“ Derweil hat er eigentlich einen Rückenschaden gehabt, oder einen Unfall, oder weiss nicht, was, oder? Und das Einzige was da drinnen

für mich, das habe ich mir dann auch noch so ein bisschen hinter die Ohren geschrieben, Anliegen und Interessen ist so ein Kreis, wo da drinnen ist, den finde ich noch schandbar wichtig. Was hat er für Anliegen und Interessen. Was habe ich als Arbeitgeber für ... Wie kongruent kann das sein, oder muss es kongruent sein, oder muss es nicht kongruent sein, also ich bin eher der Meinung, es muss nicht kongruent sein. Aber es muss unterstützend sein, beidseitig, also der eine muss halt dem anderen ein bisschen helfen, weil zum Beispiel beim Herrn F. haben wir gemerkt, wenn wir sagen „Du kannst kommen, wenn du willst.“ Dann kommt der um halb elf. Wir müssen ihm einfach sagen „Bis um neun musst du aber im Stall sein.“ Oder? Und wenn er kommt und sagt „Ja, will ich aber nicht (unv.)“ Dann sage ich „Ja gut, dann bleib daheim und mach irgendetwas.“ Das können wir uns leisten, in einem grossen Betrieb geht es weniger, oder? Und das sind so das, wo ich haben wollte, bei angeschlagenen Leuten, oder bei Behinderungen, da gibt es keine Normen und da gibt es keine Werte und kein gar nichts, das kannst du grad streichen. Weil das ist das Kapitel, wo dann die Menschen sehr bemüht und verletzend für die Menschen ist, oder? Aber ich finde es gut, das ist drinnen, ich habe es schon gelesen. (unv.) okay, das ist drinnen, oder? Aber passt nicht ganz ins Thema, aber natürlich gehört sie ins Gesamtdenken rein, aber es passt nicht ganz ins behindertengerechte Thema rein.

A: Dann noch der letzte Punkt, das ist dann eher so eine bisschen eine höhere Flughöhe, eben sehen Sie da Auswirkungen und Implikationen von der beruflichen Eingliederung, eben Gesellschaft, Natur, Technologie, Wirtschaft insgesamt?

B: Ja, natürlich. Natürlich sehe ich das. Also in der Gesellschaft ... Einfach so, in der Gesellschaft muss nicht jemand merken, ausser es ist optisch sichtbar, dass der Mensch behindert ist, das kann ja ein geistig Behinderter sein, der muss integriert werden in die Gesellschaft, Punkt, Ende, oder? Wie der auch immer aussieht und was er auch immer hat. Dann habe ich Natur, Natur habe ich nicht so ganz verstanden, also hat nichts mit einem Baum zu tun.

A: Fällt mir jetzt auch nichts ein, ja.

B: Nein. Bei der Natur, ich sage, für mich, so natürlich der Mensch ist, so soll er bleiben. Punkt, Ende. Wenn ich, Technologie ist anzupassen an die Anforderungen des Betroffenen, das machen wir ja auch bei einem kerngesunden, wenn er (unv.) ist, passen wir das auch an und sagen „Geh heim ins Nest.“ Oder ich weiss nicht was. Das sehe ich schon. Und was ist da noch? Wirtschaft?

A: Genau, ja.

B: Ja, da ist mir der (Leuer?) in den Sinn gekommen, nein, Wirtschaft ... Nein, Blödsinn. Wirtschaft, die ist nur so gut, wie die Leute können mitarbeiten. Wenn die Leute keine Beschäftigung haben, Sozialfälle werden und irgendwo abgestellt werden, bekommt die Wirtschaft ein Problem mit der Finanzierung von diesen Leuten, also beschäftigen wir die Leute, oder? Wenn wir die beschäftigen, und wenn es nur Schrauben zählen ist, spielt an und für sich keine Rolle, dann sind die Leute beschäftigt. Für mich ein Paradebeispiel

gewesen, in Tokio, in Japan, ich habe noch nie so wenig Arbeitslose gesehen. Da steht einer mit einem Fähnchen auf der Strasse, was macht der mit der Fahne, die tun alle Baustellen tun die so einzäunen, und da drinnen (unv.) sie und machen sie, und dann geht das Tor auf, und dann steht der mit der Fahne raus und haltet den Verkehr an, da kommen Lastwagen raus. Der langt aber die Türe nicht an, der steht da, schaut, dass der sauber kann rausfahren, dann steht er wieder aufs (unv.) und dann geht die Türe zu. Punkt. Also die haben ein soziales System, wo sie die Leute beschäftigen, nicht umgekehrt. Und wir haben in U-Bahnen drinnen, das, wo man heute sagt „Ja, musst du die Hand waschen und ...“ Da laufen ganze Putzkolonnen mit einem Lumpen am Treppengeländer nach, die machen den ganzen Tag nichts anderes, aber die sind beschäftigt. Die hocken nicht irgendwie in der Ecke, die bringen ihren Teil zur Wirtschaft, oder? Und das finde ich eben schandbar wichtig. Und bei uns ist schon noch sehr gefährlich, irgendwann sagt du „Ja, die kannst du nicht brauchen.“ Und dann? Die Wirtschaft muss ihn wieder finanzieren, ob sie wollen oder nicht. Also das habe ich eigentlich unter dem Thema ein bisschen verstanden. Eben, der (Leuer?) ist es nicht, wäre genau der Umgekehrte.

A: Doch, dann würden wir schon zum Abschluss kommen vom Interview, was ist vielleicht Ihre Ansicht jetzt noch zum Thema, eben die Auswirkungen von der beruflichen Eingliederung auf Unternehmen, haben Sie da noch einen Gedanken gehabt?

B: Wo sind wir? Da hinten? Sind wir schon 27?

A: Nein, 24.

B: Ah im 24, ja. Habe ich auf. Wichtig ist, dass die Menschen mithelfen, ein Unternehmen zu stärken. Wenn sie das dürfen, wenn sie das dürfen, dann haben sie ganz gute Mitarbeiter. Ob er jetzt ein Schnelldenker ist, ein langsamer Denker, ob er am Hinken ist, oder ganz normal, für mich die Auswirkung ist nur die, dass es wichtig ist, dass diese Leute zum Erfolg vom Unternehmen beitragen. Da davon profitieren sie auch, ob jetzt das ein Bonus ist, ein Kuchen, oder ich weiss nicht, was alles. Die tragen da zum wirtschaftlichen Erfolg von uns allen zusammen bei, und das ist für mich das Wichtigste, alles andere ist uninteressant, oder? Also ist meine ja, meine Ansicht.

A: Eben, denken Sie dass der langfristige Erfolg von Schweizer Unternehmen massgeblich wird abhängig sein von Nachhaltigkeit?

B: Wer ist es? Nimm es ab und sag, ich rufe zurück.

C: Jetzt hat er eh abgehängt.

B: Dann geht es nicht, das Telefon.

C: Er hat sicher irgendein Mail gelesen.

B: Ja sicher hat er das gelesen. Das ist eben der Bauherr (unv.) der hockt auf den (unv.) sechs Monate und ich habe das Problem. Er hat ein bisschen viel Geld verdient, aber das ist ja wurst. Nein, also wenn der langfristige Erfolg von Schweizer Unternehmen von Nachhaltigkeitsstrategien abhängig ist. Ich sage, ja. Ich sage, ja. Es kann ein Erfolg werden, aber da müssen wir wieder dahinter und sagen, was schreibe ich in mein (Dach?), was schreibe ich da

rein, und dann bin ich davon überzeugt, dass es funktioniert. Es nützt nichts, wenn wir irgendeinen Gesetzesartikel oder irgendeine schöne Organisation machen und sagen, es wäre so, wenn man könnte, oder, aber man wollte nicht. Also ich denke, ja, es kann ein langfristiger Erfolg von Schweizer Unternehmen ja, das gibt es, sonst hätten wir keine Behindertenwerkstätte, oder? Und ich sage jetzt ein Migros und Coop und wie die alle heissen, wo hunderttausend Leute beschäftigen, die können auch, Entschuldigung, zehn Behinderte, das ist noch wenig, aber ist ja egal, die können das, und zum Teil schreiben sie es auch auf die Fahne, wie gut dass sie sind, ich bin auch da drin gewesen, (unv.) muss, oder? Das ist also für mich ganz klar, ja. Man muss, man muss. Und wenn ich sehe, wie immer mehr Menschen, also das ist jetzt das, wo ich gesehen habe während der Corona-Zeit, wie die Menschen wegkippen, im Alkohol und eventuell, weil sie nicht mehr (zu dritt?) rauskönnen, weil sie vereinsamen, weil sie nichts zu tun haben, Führungs- und Schlusszeichen. Nicht mit Homeoffice umgehen können, das kann nicht jeder Mensch, hat man einfach gesagt „Macht einmal.“ Oder? Und da haben wir dann ein Problem, wenn wir das aber sauber angehen und auch schon dort deklarieren, was verstehen wir darunter, nicht einfach Büro (unv.), jetzt sind wir wieder im Grossraumbüro, das ist nämlich genau aus dem Grund passiert, hätte es wie 1980 Einzelbüros, hätte keiner das Büro geräumt. Die Türen hätten sich zugemacht, also das eine schliesst das andere nicht aus. Und ich denke, jetzt sind wir wieder in einem Moment drinnen, wo man kann darüber nachdenken, wie würden wir das lösen. Es nützt nichts, wenn ich dem F. sage „Nein, jetzt arbeitest du von daheim aus.“ Ich weiss, dass er es nicht macht. Er kann es nicht, das passt einfach nicht in das Schema rein, weil wir haben es auch nicht in der Strategie gehabt, wir sind ja überfallen worden von dem, oder? Also von dem her, für mich nach wie vor, das Wichtigste, das da drinnen. Und dann kriegen wir es auf die Reihe, aber nicht von heute auf morgen, das braucht es wieder eine Generation. Und wenn wir jetzt nicht anfangen, dann werden wir nie schlauer.

A: Genau, ja.

B: Ist so.

A: Dann sind wir eigentlich durch. Einfach noch eine letzte Frage.

B: Ja.

A: Haben Sie noch eben vielleicht noch einen Gedanken, oder einen Hinweis oder etwas, wo wir noch nicht angesprochen haben?

B: Nein, wir haben eigentlich jetzt schon einen Haufen angesprochen. Ich sage einfach, was mir trotz all diesen schönen Papieren, ist das Wichtigste für die Fragestellung, wo Sie da zu beantworten haben, oder beantworten wollen, ist der Mensch, der Mensch. Was für Strategien kann man da entwickeln? Dass der Mensch auf die Frage auch richtig reagiert, richtig antwortet, das ist mir eines vom Wichtigsten. Also zu schauen, gibt es Mittel, gibt es Wege. Und jetzt bin ich so bei den Cyberkriminellen, oder, gibt es Möglichkeiten, wir tun immer nur Programme schreiben, was für die Topausgebildeten, bis der Alte Herr (unv.) hintendran komm, braucht es auch noch eine Charge. Was können wir in der Beziehung machen,

Automatisierung, das klingt jetzt blöd, von Behindertenarbeit. Also nicht den da, den meine ich nicht. Was können wir in dem Bereich drinnen, den haben wir ja noch gar nicht angesprochen, was können wir in dem Bereich drinnen machen. Jetzt allseitig Digitalisierung und dann sind alle Lager zusammengebrochen, weil sie nicht mehr gewusst haben, wie sie es logistisch müssen lösen und, und, und. Oder? Also wie bringen wir es hin, dass neben denen, wo den ganzen Tag vor dem PC hockt, auch Leute befähigt werden, wo eine Behinderung haben, oder angeschlagen sind, oder was auch immer, zum können auf einem leichteren Programm, oder ich weiss nicht, über was, Arbeiten zu erledigen, wo ein anderer, in Führungs- und Schlusszeichen, vielleicht viel ein zu teurer Mitarbeiter ist, wo man für alles kann einsetzen, oder? Was für Möglichkeiten, ich kenne sie nicht, gibt es da drinnen oder sind angedacht in Zukunft, wo man sagt, bum, oder? Oder gibt es Plattformen, wo die Leute sich können informieren, ich kenne es nicht. Gibt es Plattformen, wo ... Wenn ich jetzt dem F. sagen muss (unv.), dann dreht er mir durch, oder? Weil das ist es nicht, wenn er dort einen Kassaautomaten hinstehen muss und drücken und dann kommen zehn Bewerbungen heraus, oder? Ich habe einen Kollegen, der ist mit 62 entlassen haben, es nützt nichts, wenn ich da Zwanzigjährige vor mir habe, ich habe 45 Jahre Erfahrung in meinem Beruf, die verstehen mich nicht, und das ist, ich sage, da ist die Überalterung, wo auf uns zukommt, wie die Behinderten und so weiter, haben da schon noch eine Aufgabe, wo man könnte lösen, das ist eigentlich das, wo ich sage, das sind so meine Themen, wo ich dann reinschauen und sage, wo finde ich was. Gibt es irgendwo, ich rede ja die Adminseite vom Bund, oder, bringt nichts, ist einfach nicht möglich, oder kannst versuchen, irgendjemanden irgendwo anders herunter zu knocken. Und das, die Konzentration, dass wir als Unternehmen irgendwo eine Schublade erfinden, wo wir können ziehen lassen und was da drinnen ist, wäre jetzt noch definiert, das wäre noch sehr, sehr hilfreich, ich glaube nicht nur für uns, oder? Und wenn ich die HR-Menschen, wo ich kenne, manchmal antreffe, denen stehen schon die Haare zu berge, wenn sie nur schon hören, sie müssen suchen. Also Prozesse, wo du musst hinstehen und musst sagen „Ja, ich will mich bewerben.“ Das können solche angeschlagenen Leute nicht übers Internet, das ist nicht möglich. Also sie finden erstens mal keine Stelle auf die Art, oder? Weil sie es nicht können, es heisst ja, du musst gar nicht vorbeikommen, du musst einfach nur deine Zettel und deine Zeugnisse schicken. Was machen wir dann, oder? Das ist so der Krampf, wo wir drinnen sind, was darf digitalisiert sein bei dem Thema und was darf nicht digitalisiert sein, oder was ist der Zwischenweg. Ich denke die Digitalisierung, die wird in einem Schritt vorausgehen. Ich bin immer noch davon überzeugt, dass wir in 50 Jahren noch Kleingeld haben, bin ich überzeugt davon, aber wir werden zu Zweidrittel vermutlich über irgendwelche Systeme, Uhr oder Kreditkarte oder Chip unter der Haut, ich weiss es nicht, was alles noch kommt, werden wir da durchgehen, oder? Die einen haben Freude, die anderen haben ein bisschen weniger Freude und wo tun wir das hin, oder? Und dann wäre es noch ganz interessant, wenn du das alleine kannst (ziehen?), das ist die

Strategie, wenn du das machen willst. Wir haben das ja auch im Ladenbau gemacht, strategische Ziele zu erreichen in Bezug auf Nachhaltigkeit.

A: Okay, ja.

B: Das ist gar keine einfache Aufgabe gewesen, was ist nachhaltig, wir haben ein Projekt machen dürfen, was heisst nachhaltig, wenn ich sage, wir haben etwa 15 Ordner gefüllt, mit Definitionen und, und, und, und. Dass man überhaupt versteht, um was es geht, am Schluss hat es eine kleine Firma daraus gegeben. Kannst du ausfüllen, ob du nachhaltig arbeitest oder nicht, oder? Und da haben wir auch Unterstützung gebraucht, wie Sie, wo jetzt (unv.) sind, wir haben einen Professor gehabt, wo unternehmensstrategisch gewesen ist und so Themen abgekanzelt hat, finde ich noch gut. Und so etwas ist eigentlich meine Erwartung, weil eigentlich für jeden Unsinn haben wir irgendeine Gebrauchsanweisung, keiner liest sie, aber wenn du sie brauchst, dann gehst du sie suchen. Nein, nein, also von mir aus, ich finde es gut und ich finde es ganz, ganz, ganz ein wichtiges Thema. Ist nur schade, dass die Zürcher noch nicht auf die Idee gekommen sind oder die St. Galler, so etwas zu machen.

NW GmbH

Transcription Expert Interview NW GmbH

Company: NW GmbH, Horgen
Implementation: 04.08.2020 17:00 - 18:20, video conference
Interviewer (A): Boris Miethlich
Expert (B): Nadine Waldvogel

Transcription (English translation):

A: ... and owner?

B: Exactly, and at the same time of course I am working full time at the front.

A: When was your company founded?

B: 2015.

A: And how many employees work for you?

B: Thanks to Corona there are two less, which means that I now have a total of three, but two of them are only working on a project basis. These are the new forms of networking, where you get people where you need them and before Corona, just a week before, I was in contract negotiations with three people and then withdrew, fortunately.

A: Do you already have experience with the professional integration of your own employees?

B: Yes.

A: Well then we come to the main part of the interview. Could you describe to me how your sustainability strategy or strategy of social enterprises, corporate responsibility, looks like in your company. Do you have this explicitly? Or is this something where you ...

B: It's funny, I was looking at the questions yesterday and I have it very clearly in my head and I say that even if I now go into a pitch situation somewhere, for example, I am often confronted with the question why do you work on such a crass business side and then in the more social area, where people help with reintegration. And then I always say "Yes, we work both in the business and for the business and we also give something back to the business in the same way. So that the cycle works and that is kind of like our contribution as a company. And my strategy is that my goal has always been that different people with different backgrounds, sick, healthy, big, small, totally diverse, can find their place in the company, in the sense that I want to represent society in the company. And yes, with regard to sustainability, it is of course already the case that we pay close attention to this in the work we do, because my master's thesis was about transfer. And then to take a little bit of personal responsibility, and it is very important to me that when I decide on employees, we go our separate ways together, no matter what happens.

A: Yes that is exciting, yes. So how do you communicate your commitment?

B: Well, for one thing we have ... Well, my assistant worked for four years at the (NW?) and of the four years she has been working there for three years, so she is still suffering from cancer and it doesn't look good. So there we have

on the one hand the full advance payment of salary, so I have paid one hundred percent in full, that is one thing. The second is that I actually needed all the Christmas gift campaigns and so on every year to support her and her family, her therapies and so on and privately I did without all Christmas presents, even with the Gota children and Gothic children, where they were relatively small, where I invested in cancer research. And that is what we communicated with the Christmas letter, where we had totally different reactions, some of them very positive, and others where we found "Yes, no, we don't have to hear another such crappy story now." or? The reaction came mainly from people from the IV, the reaction. From other sides I really heard that they were actually quite enthusiastic about how great the commitment was, even within the team. And that was sometimes even more difficult, because then I asked myself, yes, I would do that with every person, or is it person-related, or would I only do it with someone who has family, and with someone who has no family, I wouldn't do that. And I had to decide that I would do it with everyone, and that's how I communicated it. We also arranged the Christmas dinner and everything so that it was reasonably bearable for them. And now we have to dissolve the employment relationship, because she has the feeling all the time, and this is more on the heart level, that she has the feeling that yes, I have to work and I am part of the team, although the pressure hasn't been there, right? And then we decided that we would terminate the employment relationship, because originally it was supposed to be six months of chemo, surgery and radiation. And now it's been going on for over three years, right? And there's no improvement in sight and she had the idea that she could take it all out and say, I'm still part of the team, but if I could just concentrate on my recovery process and get rid of all the professional stuff, then maybe she would feel better, right? And now it has happened, yes it happened in May and she regrets it, right? Because she noticed that it has no influence.

A: Yes, it is quite a big commitment where you are doing here, yes. Exactly, I personally have it now very ... I think not only I have found, but, this is now something meaningful also as replacement now also for the customer present in the sense. I found it very positive, or more useful than getting an agenda or a pen or something like that. Of course, I'm also surprised that such special or negative reactions come from employees of the IV, yes.

B: Nobody from Glarus.

A: Yes, yes, I thought so already.

B: They are always the same.

A: Exact

B: You can roughly imagine from which canton.

A: But maybe just to come back to this very briefly, you have just said this in a letter from a customer, because that's what she had communicated, otherwise annual reports or something like that will be fewer.

B: Yes, the annual report, which of course remains with us internally. Ah no, of course it will also be available via social media and we have communicated this via the electronic newsletter. We were also very open with it, because

mistakes were sometimes made, for example when she worked, did something on her own initiative, then she just wrote everything all over the place and somehow wrote it out to the customer, and then I was confronted with it, right? So, according to the motto, yes but hello you can still write, and what is the problem? And we actually had the rules internally that we were very open about it. Then I said "Yes, I'm sorry", didn't I? That's probably because she simply doesn't have the ability to concentrate any more and the customers have always reacted with understanding. I cancelled appointments two or three times because I had to step in in an emergency where nobody had her, where she could have gone to chemo and back again. And that was actually a bit of the issue. And there were also customers who kept on asking. So we dealt with it very transparently. And also in the office, I mean a person who has been ill for so long changes, visually as well, and I always pointed this out to the people in our co-working department, so to speak prepared, now she comes and prepares herself a little bit, whatever she looks like, so that she doesn't get completely scared or just look at her with giant eyes, and that actually worked well.

A: What do you think about the extent to which professional integration, or even the employment of people with disabilities, is, or should be, part of corporate social responsibility or CSR strategy in general?

B: In any case, I am of the opinion that this is how it should be. And I also think that companies - and there are other countries where Switzerland is more advanced - should be allowed to do so. I also think that above a certain number of employees, you have to hire a certain number of people with disabilities. And what I do in this respect is that I simply ... And these are just the two worlds where I move around inside, that I actually sensitise the managers totally to the topic and can actually show them the added value. And so I've seen a few times that people who are in wheelchairs and so on can be placed anywhere, right up to the point where they have to convert the toilet facilities and a real change takes place in the organisation, that they say, yes, we can easily hire such people. Yes.

A: How many job placements have you carried out in your company so far, either with your own employees or external ones?

B: With own employees two. And with external ones so far nobody, because I always have a little bit of the subject, or if I now, if I accompany someone from the SVA at the same time, the people can make a work trial with me. I mean now, for example, if someone else would come up to me and say "Hey, would you have the opportunity?" I would always have to check first how my own situation is, because it simply takes time. So I can't let the person work independently. And that's kind of the issue, isn't it?

A: That would then lead to the next question, namely whether you use the integration process to recruit new staff?

B: Not so far. But it will always be an issue, because we talk about values and in the whole recruiting process you have to solve a value task. And that's where eye-level and respect are enormously important to me, and that's where the issue comes up. Or I had someone in the recruiting department

who had a serious accident once and was virtually disfigured, only on one side of her face, and we communicated that very openly and transparently.

A: From your experience as a supervisor or managing director, where do you see the greatest challenge in the professional integration in a company? Well, I'm going to say now in relation to leadership skills, information from team colleagues or work colleagues, can you tell me anything more about that?

B: Yes, I think the biggest challenge is certainly planning. So if somebody is suddenly not there anymore, or is always so half-cocked, it is extremely difficult to plan the work. That means that at some point I get into a mode where I don't actually allocate the work and then proceed more according to the principle that people can get the work themselves when they are in the integration process. I think it's essential that the information given to others in the team, and now of course also in co-working with us, is always kept up to date, and always in consultation with the person concerned, of course, as to how much he or she actually wants to disclose or not. And then I think that it is a great effort for the manager. Well, I would say that it depends on how seriously you take the task. If you take the task seriously and it is important to you that things move forward, then it takes a lot of effort. And when you do a work trial, for example, or a therapeutic work trial, my experience is that I always check in in the morning and ask "How are you?", "What are your three goals today, how do you approach them, where could there be stumbling blocks? "Then I need about half an hour to an hour in the morning and then the same thing again in the evening. So then I can ask "Yes, how did it go? ", "What are you proud of? "What were your feelings of success? ", "How did you feel about it? "And of course there are also superiors who don't do all that, but it's very important to me personally. And I believe that in such an unstable situation, close leadership is important.

A: In the context of vocational integration, have new products been created, or new services, innovations, has there been a need to adapt work procedures, i.e. to structure the process even more, perhaps to document it in more detail?

B: Yes. Well, one thing is that I certainly kept employee documentation in more detail, i.e. I took short notes almost daily about what was going on. The other is that we ... I have already automated a lot of things before, but now I have automated even more by actually automating situations, in the sense of eliminating errors. Then we actually always said that we would do the four-eyes-principle and that we would then of course massively expand it according to the situation. So nothing is out without someone else having seen it. And yes, new products and new services, that ... I see a huge potential in the insurance sector and I see a huge potential on the part of IV. And there we can of course offer services, but today, right now with us, I mean we are insured by Allianz and they do not provide case management on their own initiative. Or, you really have to ask 100 times and still don't get it. And also the salary payments, so if now, for example, I had the situation that an employee did not submit the certificate. So the doctor did not submit a report. So there was a relapse, then the doctor didn't submit a report, and that for

nine months, despite several reminders from Allianz, and in the whole time no daily sickness benefit was paid to me, which means that I actually did all the wage financing and was more or less the bank. And I find that fatal, or, I thought about the fact that Allianz, which makes so much profit every year and is constantly growing, or, as they would say, we offer the services of providing the employer with daily sickness benefits, like a loan, or whatever you want to call it, because I think I wouldn't be as social as I am now, and if I had thrown all that money out I wouldn't have been able to afford it. Do you know what I mean?

A: So your employees would simply have had no income?

B: Yes, but I would have done that ... I mean, a family with a child cannot simply not pay its wages, so I would have done that anyway, but I think that conflict situations where, apart from everything else, a lot of energy is wasted, can of course lead to a boss or owner saying, done, right? Now I've had enough and now the dismissal is pronounced, and I mean yes, these are systems where I somehow have the feeling that the process is right. Now at the daily sickness benefit insurer, the doctors can't take the liberty of saying that it takes nine months to get a report. And on the other hand, I was thinking about how it would be if they would advance the money and not just stubbornly say that as long as we don't have a report, we won't pay anything. And yes, maybe they would have to (triage?) or say, what is the degree of difficulty, right? Because I think right now with cancer or other physical illnesses it is probably easier than with mental illness.

A: Yes, I think so too. So what I often experience, that employers are surprised that the IV does not come by before the daily sickness benefit insurance, or just call or something, I have now also experienced some employers, where then a little, I say now, were surprised and at the same time annoyed that the daily sickness benefit insurance where they pay ... Yes, not more active yes.

B: So there I am fully with you. They don't do anything, really nothing. This is my experience now and it has not been with just one employee. They do nothing at all. They give you no support, zero concessions. It always goes on forever until something somehow hears something, and it's always the case that the impulse must always come from the employer, right? And when I have people in the integration department or talk to the bosses, I hear exactly the same things, now independently of the daily sickness benefit insurer. I think there's a danger that at some point the employer will say, finito. Because it simply takes too much energy on the side and then it's no longer about doing everything possible for people to get better, is it? And to keep the employer happy, and IV works just the other way round. The IV then tries to do everything possible to keep the employer from dropping out.

A: Right, yes.

B: Well, that is a bit of a dichotomy.

A: Yes, I think there is a certain shallowness in the system. It must have been originally thought differently.

B: Yes, I think so too.

A: But that is so. In recent years, there has been a kind of shift towards IV, where I have also wondered whether it would actually make sense if there were no more daily sickness benefit insurance and IV would do everything right away. We would be involved from the very first day, actually.

B: Yes it would be a good approach. It would be a good approach.

A: How do you estimate the relationship between effort and return on investment for a professional integration? So perhaps now in relation to your own employee, when you can return him or her to work?

B: Well, now in relation to ... I'll open a parenthesis after all, in relation to my own employees the expenditure has been exorbitant and the income minus, really minus. And when I now look at others, however, I often see that a positive picture emerges at the end. Even though you have a lot of effort in the beginning, right? But I notice in the conversations that the identification is simply much higher, that the bond is completely different, as it is to any employee who has worked there, and that the relationships develop, I will say now, the sense of belonging, the basis of trust, that all this has a positive impact on performance. And from that point of view I would say, or, if the process takes a good turn, I believe that if you do it well, you benefit. And not immediately, but only after a while. So if the employee is then able to perform to the full extent of his or her capabilities, right?

A: In this context, how do you assess the importance of financial incentives or benefits from social security? To put it another way, would it be possible to integrate into working life without social security benefits?

B: Yes. I got this. I don't need IV and I don't need daily sickness benefit because I simply believe in it and maybe I have my own story. But I think that there are a lot of employers who would not get involved because they only raise respect for taking responsibility. Or maybe they are unsure how they could (approach it?). And then it makes it more lucrative if you can say, yes, you can get a visa or a work attempt or whatever and then you still have a backup, and of course I don't have to commit myself right away. So if I finance it myself because I believe in people and all that, then I have a completely different commitment and a completely different engagement. Yes.

A: May I ask what impact and reactions have you had on your involvement from outside? Maybe within your company, from employees, and from outside?

A: Well, I heard from inside that at some point you have to set limits and so you're more like "take yourself back, do less. " More like this. So you have to hold out the mirror a little bit, but probably it has something to do with the duration. And I've received very positive feedback from outside, that they think it's great, that they admired the generosity, the keeping at it, the commitment and they told me several times "Yes, it's incredible that such a small company does that. "And Allianz told me the same thing. So Allianz told me "Hey, mega cool and also super professional". Of course, after thirty days I also registered for the IV and offered support there too, because it wasn't about an IV pension, but about aids. The sites also praised me, right? In other words, that I simply stuck with it. And there were two or three customers, mainly people

from the HR department, who somehow found “Hey no, you have to look after yourself at some point. Because the topic is of course, especially in such a small company, I naturally took over the work. I didn't have anyone else to hire in addition. In other words, I had to do it all from scratch, and then, when the woman (Ackermann?) dropped out, everything blew up in my face, didn't it? And I couldn't get the others to do any more work. And then the Corona came and after that it suddenly turned around.

A: Exactly, you have already said that you have had different experiences in direct customer contact. And then you actually took measures in order to be able to - how should I put it - avoid negative effects. But in direct contact with customers, or as a rule, this is not noticeable when someone is or is not in the process of being professionally integrated. Precisely, yes.

A: Now we are almost at the end of the interview. Now we come to the two most complex questions. Namely, from your point of view, which stakeholders are affected by the integration process, and in what respect? I have another model, which you can find on the last page of the interview guide. The Company's Ripple Effect Model, where various stakeholders are listed, and in various dimensions. In other words, economically, ethically, in terms of human resources development, socially, from the environment or ecosystem in which the company is located. What would you say? Which stakeholders are affected and in what respect?

B: Yes, certainly your own employees, because they are aware of this and can connect with the company and its strategy, so to speak, they can walk to talk. Then also a bit with the community, then I actually mean more partner companies, where we work together, where the authenticity has been noticed, especially in our case, because we also work in the area where they see that they don't just drop people. Then, customers definitely notice that. And indeed, yes, it is still difficult now, it is on several levels. It's certainly the case with customers, they're a bit everywhere now, so it's certainly on the ethical level. And then also on the environmental factors, I never made a secret about it, they saw the person too, so they also noticed that this is not something that is simply talked about, but rather corresponds to the facts and truth. And then from an economic point of view, it must have affected customers so much that they did not get a Christmas present. And it also affected customers, of course I was very absorbed, especially from January onwards. And of course the quality suffered there, that's quite clear. There were also customers who offered me help, from the customer side, where they offered me help. And I'll say now, it certainly wasn't the same quality, or I just had to return certain case studies in the SVA context where we had actually promised to help. And this is something that goes completely against the grain, in other words, completely, isn't it? And customers have certainly noticed that, and of course that in turn has an impact on the money. Yes, and also in the economic area on the employee side it is certainly the case that we have not become more efficient through the introduction of processes or even more automation. And that in turn has certainly had a positive impact on quality. And then again, ultimately, on turnover. So I mean I looked at this thing yesterday or, and I am

actually of the opinion that if I look at a large company now, I would say that every quadrant has an influence. And if we go back to the beginning of the interview or, you could actually build the strategy in the same way. That would be a great tool.

A: Yes, that is an interesting approach, yes. The model is actually original, it is relatively old, it is somehow from the 1990s, and that's where it was actually about how and what effects the company has on its ecosystem. The idea behind it was that of course every employee has a family and ... how should I put it? And the employee, and also the family, again have an influence on other companies due to their purchasing power, and then he tried to operationalise that a little bit, to show schematically how the company could affect them.

B: That would be interesting to play through.

A: Yes, this is a very interesting approach.

B: And I have already supported several companies in the strategy development process in connection with sustainability, including corporations, and the crunch is always, in fact, that HR is the most difficult part of the process. That is simply my experience now, isn't it? And with the model, you would actually see the various effects very clearly, wouldn't you? And under Community you can not only say, partner networks of the companies, but of course also the family environment, right?

A: Exactly, that's one point, for example, or, if a person with a disability works in a company, then perhaps the family will automatically support the company, and perhaps the company will also have a customer, colleague, exactly, yes.

B: Right.

A: Yes, we will then move on to the next question, which concerns the effects and implications you see in connection with professional integration, in other words in relation to the organisation? I have the latest version of the St. Gallen management model, not the (whole?) one, where I don't think it's bad, but where, you probably know, exactly where the company is, I think it's schematically well presented, also with its environment. And then I would also briefly go through this with you. Now in relation to processes, i.e. management, business and support processes, what effects and implications do you see of the professional integration, as you have already said...

B: The management process is certain that the leadership must develop accordingly and be given the tools to deal with people in this way. Then there is certainly a need for guidelines, I would say guidelines, where you might even develop together with the managers. How do we deal with that? Or, I say or back, for example, now larger companies could also install collegial case counselling to manage the employee's professional integration. On the business process, I think it's important to ensure controlling, so to speak, when the employee. now, of course, depending on what he or she has, or to make sure that controlling, reporting and quality is assured, or the four-eye principle, or whatever. Now I don't know whether this should be integrated into the business processes. So if I have to carry out a structural measure,

where could we put it? Is that environmental sphere? No. Often you would also have to implement construction measures, or I would say measures in an office landscape.

A: Yes. Well, I think that would then be a part of the structures, that is, a moment of order.

B: Yes, exactly. Structures, exactly.

A: As a rule, these are one-off items.

B: Yes, exactly. And in the support processes, which are primarily HR and finance and so on, there is of course a need for a process that reflects this, i.e. where, as it were, it reflects how professional integration is achieved and what are the milestones. And even if it provides a framework for how to behave, how to communicate, how to communicate internally and externally, these are the support processes. Plus, of course, the process of, let's say, salary payment, insurance and so on, where I present everything (and more). So and also, of course, the corresponding decisions, i.e. how to find decision aids in there. And also wage structure and so on, or, in other words, that the whole issue is properly regulated, right? Because it's not possible that someone says "Yes, I'm certainly not paying the wages of someone who's in a wheelchair." Then I said "Yes, I'm sorry, this person works quite normally, he just can't walk but his brain works just fine. Right? And that's what I think these are the things that need to be sorted out in there.

A: Now for the moments of order, that is where strategy, structures, culture are at stake. What effects and implications do you see there? In terms of corporate culture, literature is what you find, you could say that you assume that a certain developed corporate culture is needed for professional integration to be possible.

B: (unv.)

A: Exactly, and on the other hand, it also says, yes, professional integration also promotes the corporate culture.

B: So there I am fully there. So it needs a mature culture. It needs a culture where people are good at dealing with change. And it needs a culture where I say the issues, wherever they need to be clarified, such as affiliation, intimacy and the balance of power, where they are clarified as usual. And, of course, I would say that there is a tendency towards a social, honest and open, transparent culture. And as far as structures are concerned, I've already said that, or, if I say structures, then what's needed above all are the adjustments, I say structural adjustments, then all the possibilities where I now, for example, make a staff member available, such as that there's a rest room, or that I can withdraw, or that I have zones where I can do something outside, and that it's not really an obstacle for the person concerned, or, for example, that I can now go into the shop and behave accordingly. And of course a certain flexibility or, like annual working hours or whatever.

A: Well, I think that the structural measures are just that, but as I experience it, they usually require a little bit of persuasion. Then they find that a stair lift doesn't look nice, or whatever. And I always think, maybe you have a

customer in a wheelchair who is enthusiastic when he comes to you and that usually works.

B: Yes that is so. That is so. Or the fact that you are just thinking about it and it annoys me that it doesn't happen much at all. And when it comes to strategy, that's where I get off ... Well, that's simply my attitude, or, I mean, I have a corporate strategy, and that's where the mission statement, philosophy, values and so on are derived from, and I actually believe that this must be anchored in the corporate strategy. And then it results in partial strategies again, right? Where then, above all, we go into HR, where we say, so to speak, how do we deal with the topic, how do we recruit, how do we want to integrate it, what are our stakeholders, where we perhaps also consult them, and how do we communicate this.

A: Yes, I think that is an important point, as you also say, especially if, on the one hand, you have to achieve what I would call a corporate objective. I would also say in terms of sales. And on the other hand, of course, you have to take the social aspects into account. I think that you really have to...

B: Yes, but I think I have a very clear opinion on that. Strategy has... I can illuminate it from every angle and it always has the areas of tension inside. And yes, I mean when I talk to a financier or a QA guy who says, yes, trim everything for quality and never deviate from the law and stubbornly adhere to the processes. And then you talk to the sales department, so to speak, and they have to implement as much as possible and win new customers, and if some of them are in a grey area, we already have a field of tension where the strategy results in a conflict. And that's why I believe that my experience is always that you develop the strategy together with the people and continue to work on the issues together in an exemplary manner.

A: With regard to the modes of development, i.e. renewal, optimisation, further development of the organisation. Where do you see the effects and implications for professional integration?

B: In development mode, I actually see that when an organisation is so rigid and doesn't deal with new issues ... So there are no new issues or, but when a company simply takes up the issue of diversity, or the issue of sustainability, because everyone is talking about it, then a development happens. Actually implied by any topic that today's managers take up, and then the topic automatically ends up on their table and then they automatically have to deal with it, whether they want to or not. Plus all the companies, where, so to speak, there are all the awards, so I have several customers, where there is the best employer forge, the best... what else is there? Since the label Friendly Workspace, something like that. All these things, that's what they're all about. And if I actually do such a development, then it has exactly to do with the fact that I have to develop automatically, so I can't stand still. And I think that if the economy develops in the way it is starting to, I think people will automatically have to deal with these issues. Or, because as an organisation you cannot simply delegate the problem, and that is a little bit what I fear. Yes, the IV or the RAV takes care of it, so I don't mind anything. I mean, in the end we all pay for it. And that's why I think there are innovations

and companies have to develop, and optimisation will take place in the mindset and in the culture. So it would have to come from there.

A: With regard to the stakeholders or again stakeholders, they are there with capital providers, customers, employees, the public, the state, suppliers, competitors. Where do you see implications or effects?

B: Well, I think on the capital provider side it is certainly the case that they are preferably turnover or money (etc.). You have to give them a good story to tell, and we can say that what I am trying to do now is to say that if I hire someone from this area, it will have the advantages or, and perhaps not the negative impact on the figures, as people assume. I think it is more of a fantasy. And the investor must of course identify with what the organisation does, otherwise he won't give the money. So it is relevant, is it embedded in the strategy or not. Then on the client side I think it has a positive impact, because the organisations take up issues where they are relevant and I can see that the organisation does not stand still, but that the organisation also takes responsibility. Of course it must also communicate transparently, but... Well, there are some very good companies in Zurich, by the way, where I have really had the biggest disputes. They say "Yes, we are extremely social and we offer integrated jobs," don't they? Well, we are talking about a bank that somehow has 1500 employees. And they proclaim to the outside world how good they are at that and so on, and they have exactly one place. One. I mean, sorry, that's ridiculous, right? So so much for credibility, right? The employee can provide security, because anyone can get sick or have an accident or something, and I also think in the recruitment of new employees, so especially when you look at the young generations that are coming up, they automatically become big with the topic. Some of them go to school with handicapped children, they are already confronted with them in the crèche and they have a completely different access, so they are not locked away anymore. I think there is a bit of a distinction between physical and mental, isn't it? So I think everything that is visible is still easier for people to handle. The other things are more visible in their behaviour, but that is very difficult for many to grasp. So I hope that it will also have an impact on sensitivity and increase knowledge. So not in the sense of, I'm going to Google, ah bipolar, right? Ah, okay, that's how it is, but I automatically learn how to deal with these people. So the whole system actually learns from that. Yes, with the media it can be positive, or, if I really live it. It's a little bit like with the customers. With the state, perhaps the state will have to think about it at some point. So from my point of view, there are fewer companies doing that now, aren't there? Well, you could of course control it in monetary terms by the state giving an award for XY. Like Zurich, for example, giving the IV Best Employer award, but that's obviously not enough, because I have to be able to say that I would receive some kind of bonus or something, retroactively. But then again, there's the danger that people just do things, that is, the organisations do them, and still don't take it seriously that it's only from this perspective, right? Like the company now, where I said about Zurich, I mean they propagate this to the outside world in an extreme way, and recently there

was another report in LinkedIn, I mean I threw my mobile phone into the corner, because it's really not authentic. And then people believe that, but they don't know what's really going on inside. Suppliers, is an identification issue, but it could also be that I trigger something at the supplier, that he might think about it, actually I work with disabled people here, I could imagine that now at my company, or maybe I could go into an exchange of experiences with the company. I think the competition observes very well how they deal with the topic and they can play it off depending on the situation. And you can also see that in the employer evaluations, so I've had people who have defined miserable evaluations and health problems, and the competition has hyped that out of it. Strange, isn't it? So I can only say in an interview "Yes, you just have to see how the employer is rated. Because even if I have to (pitch?) now somewhere in a larger landscape, I have to give information about all these things. And partly also explain them, right? Showing examples of how I do it, right? And of course I can make a statement like that, but whether that is professional is another matter. But I have already experienced this myself.

A: When it comes to interaction topics, I mean society in general, with employees, the interaction on the topic of resources, norms and values, and interests, do you see any effects or implications? That one notices, yes, it is increasingly a topic, perhaps also seeing professional integration as something where it is normal, where one assumes, yes, companies do that.

B: So I think I have the impression that it has been a taboo subject for a long time. And I think that organisations are starting to deal with these things. And I see them dealing with the issue of sustainability and diversity. And in the past it was simply called, yes, man, woman, now all sexual orientations are coming in, and now issues are coming up, like people who have some kind of disability, all those things, I think that organisations are taking that up. But I think it is still a taboo in many organisations, you are not sick, are you? And how do I deal with that? And I think that this is also shifting in these norms and values, and I think that the younger ones, as I observe it, simply deal with it differently, because some of them already have a schoolmate, where thirteen is, where there is depression, or burnout. Yes.

A: Then we come lastly to the environment, environmental sphere, do you see there, on the whole, effects, implications, perhaps interactions, in terms of society, nature, technology or economy?

B: Yes, so I think it is natural (unv.) that you take people with you in your everyday life, on whatever level, right? With nature it would be a little bit different, so with animals, because with animals it's like this: if someone is weak, they just get eaten. And I think we are not so inclined. It certainly has an impact on society, because people are talking more about this today, but from my point of view still too little, in other words, really concrete, or that large companies are brought together and, so to speak, say, yes, how could you do that, or I've already thought about it, for example, to make a kind of round table for HR people, because I just keep finding out that IV is like, I don't want to have anything to do with them, and if it's in combination with

SVA, then nothing at all, because I deliver X francs to them every month, don't I? So I think it will be more of a topic. And you talk more, more openly. Because in the past you simply said "Yes, he's crazy." And then you lock him up in a psychiatric ward and then he's just there and everyone's like "Yes, he's crazy." And today you deal with the issue differently. Technologically, I think it will be difficult, because due to the fact that a lot is automated and digitalised and a lot of robots and so on are used, so I'm just taking industry, that low-threshold jobs are becoming more and more redundant. And I think this has an effect on professional integration. Or you could also say that if you change it to the positive, then you could say, yes, I actually use exactly that and develop people with certain impairments specifically in topic XYZ, for example, right? So if I had time now, for example, I would open up a cleaning company. And all with people like that, I'd say mainly mentally ill people, because they can clean, right? They simply need more care, but that way you could give something back to the economy, right? They wouldn't be squatting on the costs of the economy. Yes, and I think the economy has to deal with this issue, because the state will not be able to finance it. And I think that brings us to the question of the basic income, which a customer told me just today: "Yes, then I simply find nothing and then I simply do nothing and then at some point I will have my basic income. "Because the way things are now, and this is my thesis, we have always said to ourselves, yes, something has to change, something has to change, it can't go on like this, can it? And my hypothesis is that Corona, whether or not it was controlled by four or five big giants, that's all ... That's not relevant, the fact is that we have to completely rethink, everyone has to. That is my hypothesis. And I think that the issues will come up even more, because then you can't just say "Yes, well, I'll just lay off thousands of people, yes, no, and I won't take sick people, disabled people, they won't even get well, no, I'm not doing that at all. Is that it? That doesn't work. Because in the end it's an interaction and it's like a mobile. So if I start pulling on any part, it automatically has an effect. And here I am of the opinion that the organisations have to do a lot more. And I'm mainly talking about the big ones now. Or, because I'm going to say, a micro-entrepreneur like us, you can't afford that, can you? But if I could say, yes, I can do a sheltered job, for example, then I can imagine it very well. And I can also imagine that I could give a part of my wages there just like that, a kind of pocket money or whatever. But I think the lever is there with the big companies and I don't know if you have banning list in the canton of Glarus but in Zurich you do.

A: No we do not have a banning list. Well, I must say that in our canton the employers are already, I would say, very open, as I experience it. Now also for measures in conjunction with the IV, but the tendency is for SMEs to join in and offer their help. And with the big ones it is rather difficult to get former...

B: But I don't understand that.

A: No, I do not understand it either. Former federal companies are actually the worst.

B: Yes, and this is what I mean by banning list, isn't it? So I mean this is just between us now, right? But when I look at an SBB, when I look at the post office, UBS, CS, all the big ones I mean... And they are exactly the ones who proclaim it to the outside world and say "Oh, we're so great. Are they? But what happens internally is really underground, underground, underground, and I've really had several cases now. You have to install a pseudo-case management system. It has no added value, it doesn't help the person at all, on the contrary, and in the end the person is somehow deported to XY. And now comes the absolute best part, now they partly do projects together, where they simply put people into a catch basin and somehow give them work, such as scanning documents. Yes, the project, that's finished after a year, and then? And they, and that's what I mean, and that's where the state would perhaps have to look and say "So. And there's a quota now. " Because, so on a voluntary basis, difficult.

A: In other countries, such as Germany or Slovakia for example, there is a quota.

B: Yes, I like that too.

A: There the integration, especially in Germany, is also strongly influenced by the employer, who must also have his own case management, and even after thirty days, he must start the integration with the employer. In practice, it doesn't work out so well and the problem with the quota is that the companies can buy their way out. Then it means that if you don't employ the people, you have to pay something. So it's another bonus-malus system, yes. But I also think a quota system would make sense somewhere, because integration does not work without the employers, yes.

B: Yes, and I think that's where you have to take responsibility and I think it's all about experience, don't you? And as long as all this is taboo or, especially now with the mentally ill, it's just brutally difficult, because then people somehow have the feeling, yes, schizoaffective disorder oh my God, isn't it? Actually belongs in a psychiatric ward, but certainly not in the work process, doesn't it? Of course it's super difficult, but I think when people realise "Hey, you can have positive experiences. And I'm also going to say a lot about what happens in education, then you're more likely to find an SME where you sit directly at the table with the boss and he says, well I'm doing it, just like big companies hide behind the boss, don't they? But I am convinced that something has to happen, because I mean what are we doing with all these people. And that it is precisely they, institutions, who earn even more and earn even more, and some of them are not doing their job well at all. That cannot be it.

A: Yes. Yes, I agree, yes.

B: Yes. Maybe you really should go public with this one.

A: Yes, the social institutions in Switzerland, that's what it is, a billion-dollar industry, that's so, yes. So there really are a few billions where the turnover is actually generated. And some of it with questionable results.

B: Yes, exactly. Exactly.

A: Yes, then we would have gone through the main part. Then I would have two or three more final questions and then we would have done it. So, what is your opinion on the effects of occupational integration on companies?

B: Well, I think we are a system and we are dependent on each other. Each one ... Like a mobile, right? And I think that it should be like a fixed component, and at the moment I have the impression that certain organisations are simply freeing themselves from this. And simply the problem, the employees, can be removed in some way. Is that answered well enough?

A: Yes, that is good, yes. Tip top. Overall, what do you think, the long-term success of Swiss companies will depend to a large extent on sustainability strategies, or strategies based on corporate social responsibility?

B: Yes. Yes. Because, I mean, I'm still teaching. And I see how the young people are on the road. Well, some of them are 22 years younger than me, right? So I can already say young. And I see how our children are on the road. And our one daughter, she's in top-class sport and now she has to find a company that can deal with such a difference. And they have contracts with the Swiss national team, with the Swiss national team, and it's terribly amazing that sixteen and a half year olds go through all that stuff on the Internet. So in the sense of, how credible is that, where they say, aha, they sponsor us, spend hundreds of thousands of francs, but don't hire a top athlete. And then a sixteen and a half year old sits there and says "Yes, but that can't be true. Could it? Then you have to say, "Yes, it really can't be, but it is." So I think that the sustainability and the behaviour of us, that this contributes significantly to our success, because if I have a clean and good image in the end, then that has an impact on my success. And if you look again, I always say that this comes from my marketing training, the employees are relevant. Because when I have an employee, where does he go home and say "Hey megacooler employer. For that and the reason, and he can be behind the behaviour, can identify with the culture and so on. If I just look at how many people he tells and how he behaves, it has such a big impact, that's why companies are so afraid of shitstorms and so on, because that's damage where there's no stopping it, and that's why I believe that strategy is decisive.

A: I had a look at it too, in the sense of employer branding and vocational rehabilitation, and actually these are two concepts that fit together quite well, and have many interfaces, so that you could actually catch two birds with one stone, yes, exactly.

B: Yes. I don't know how much you have to do with HR, and HR people are sometimes still quite behind the moon.

A: No, I have nothing to do with HR people. Yes, my last question, just now there are still things that would come to your mind, that would be important, that I would not have mentioned now?

B: Yes, I just wonder how you can differentiate between them, right? Or how to pick it up, or how to find out, the difference between mental and physical. You know what I mean?

A: So in the sense of acceptance by the environment, right?

B: Yes. Yes.

A: Well, I think they are of course ... how shall I put it. So if someone is mentally handicapped, or even mentally ill, these are of course reservations, which of course are also culturally anchored, where one can trace back to ancient Rome.

B: Right.

A: And I think that if it is visible, then it is not questioned at all, and if it is not visible, then perhaps it just needs to be sensitised, as you also say that someone can understand it and then doesn't think, yes, he uses it to his advantage, or is it simply his reason that he is not coming to work today, or whatever, that there is just like a mistrust there, even if it is not tangible, yes. But I think that these are just yes, these are just stories, where in society there are also some deep roots, where there is probably a need for development, as there has been with many other topics, yes.

B: Yes. Yes. No, I think I have said everything else, I find it highly exciting.

A: Thank you, yes. So it was very exciting with you, a lot of interesting inputs, yes. In any case

B: Yes, I hope it was of some use, I asked myself yesterday, well, I'm not such a big company, what can I tell you about it?

A: I think that's perhaps more exciting, because then you have the organisation as a whole in view or you can grasp it somewhere.

B: Yes.

A: Yes, that's great.

B: Good, then I look forward to the results.

A: Yes, I would be happy to send you a copy, yes.

B: And I might just come back to you, I might have a topic where I want to suggest to Contract Management.

A: Yes, that is good.

B: There would be a new offer, so perhaps you would have to help me a little in negotiating how I should do it.

A: Yes, that's fine, I am also involved in contract management, but we have it via the canton of St Gallen SVA.

B: Exactly, exactly.

A: You are also connected there.

B: And there I have an audit. And we have a really cool idea, I've had it for a long time, and now it's slowly becoming a reality, and that's what I want to do

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Transkription Experten-Interview NW GmbH

Unternehmen: NW GmbH, Horgen

Durchführung: 04.08.2020 17:00 – 18:20, Video-Konferenz

Interviewer (A): Boris Miethlich

Experte (B): Nadine Waldvogel

Transkription (Deutsch):

A: ... und Inhaberin?

B: Ja genau, und gleichzeitig natürlich arbeite ich voll an der Front.

A: Wann ist Ihr Unternehmen gegründet worden?

B: 2015.

A: Und wie viele Mitarbeiter arbeiten bei Ihnen?

B: Dank Corona zwei weniger, das heisst ich habe jetzt insgesamt sind wird zu dritt, wovon aber zwei nur projektbezogen arbeiten. Das sind so die neuen Netzwerkformen, wo man eigentlich die Leute da zuzieht, wo man braucht und eigentlich vor Corona, also grad eine Woche vorher, bin ich mit drei Personen eigentlich in den Vertragsverhandlungen gewesen und habe dann zurückgezogen, zum Glück.

A: Haben Sie schon Erfahrung mit der beruflichen Eingliederung von eigenen Mitarbeitenden?

B: Ja.

A: Gut dann kommen wir zum Hauptteil vom Interview. Können Sie mir schildern, wie schaut Ihre Nachhaltigkeitsstrategie oder Strategie von den Sozialunternehmen, Unternehmensverantwortung, in Ihrem Unternehmen aus. Haben Sie das explizit? Oder ist das etwas, wo Sie ...

B: Ist lustig, ich habe gestern die Fragen angeschaut und ich habe das ganz klar im Kopf und ich sage das auch wenn ich jetzt zum Beispiel irgendwo in eine Pitch-Situation reingehe, werde ich häufig konfrontiert, wieso arbeiten Sie auf der einen so krassen Business-Seite und dann in dem eher sozialen Bereich, wo Leute unterstützen in der Wiederintegration. Und dann sag ich immer „Ja, wir arbeiten sowohl in die Wirtschaft und für die Wirtschaft und geben auch wieder etwas so zurück in die Wirtschaft hinein.“ Also quasi, dass der Kreislauf funktioniert und das ist quasi wie unser Beitrag als Unternehmen. Und die Strategie von mir schaut eigentlich so aus, dass mein Ziel schon immer gewesen ist, die unterschiedlichen Menschen mit unterschiedlichen Hintergründen, eben krank, gesund, gross, klein, total divers, können im Unternehmen Platz finden in Sinn von dass ich eigentlich die Gesellschaft möchte abbilden im Unternehmen. Und ja, bezüglich der Nachhaltigkeit ist es natürlich schon so, dass wir sowohl in der Arbeit wo wir erledigen sehr auf das schauen, weil meine Masterarbeit ist das Thema Transfer gewesen. Und dann eben so ein wenig in die Eigenverantwortung reinzugehen und da ist es mir sehr wichtig, dass wenn ich mich für Mitarbeiter entscheide, dass wir also quasi den Weg miteinander gehen, unabhängig davon was passiert.

A: Ja das ist spannend, ja. Wie kommunizieren Sie dann das Engagement?

B: Also zum einen haben wir ja ... Also meine Assistentin hat ja vier Jahre bei der (NW?) gearbeitet und von den vier Jahren ist sie ja drei Jahre, also sie ist immer noch an Krebs erkrankt und es schaut nicht gut aus. Also dort haben wir zum einen habe ich die volle Lohnvorzahlung durchgezogen also auch hundert Prozent voll durchgezahlt, das ist das eine. Das zweite ist, dass ich eigentlich die ganzen Weihnachtsgeschenkaktionen und so weiter habe ich jedes Jahr quasi gebraucht, um sie und ihre Familie zu unterstützen, ihre Therapien und so weiter und privat habe ich auf alle Weihnachtsgeschenke verzichtet, selbst bei den Gotakinder und Gotikinder, wo relativ klein gewesen sind, wo ich in die Krebsforschung investiert habe. Und das haben wir kommuniziert mit dem Weihnachtsbrief, wo wir total unterschiedliche Reaktionen gehabt haben, also zum Teil sehr positiv, und andere, wo gefunden haben „Ja, nein jetzt müssen wird aber sicher nicht noch so eine scheiss Geschichte hören.“ oder? Ist lustiger Weise hauptsächlich von Leuten aus der IV gekommen, die Reaktion. Von anderen Seiten habe ich wirklich gehört, dass sie eigentlich recht begeistert gewesen sind, wie gross das Engagement gewesen ist, auch im Team drinnen. Und das ist manchmal noch schwierig gewesen, weil ich habe mich dann gefragt, ja würde ich jetzt das bei jeder Person machen, oder ist das jetzt Personen-bezogen, oder würde ich das nur bei jemanden machen, wo Familie hat, und bei jemandem, wo keine Familie hat, würde ich das nicht machen. Und ich habe mich müssen dafür entscheiden, dass ich das bei jedem würde machen, und so habe ich das auch kommuniziert. Wir haben auch das Weihnachtsessen und alles so ausgerichtet, dass es für sie einigermaßen erträglich gewesen ist. Und haben jetzt aber das Arbeitsverhältnis trotzdem müssen auflösen, weil sie einfach die ganze Zeit das Gefühl hat, und das ist mehr so auf der Herzebene, dass sie das Gefühl hat, ja ich muss unbedingt arbeiten und ich bin ja ein Teil vom Team, obwohl der Druck nicht bestanden hat, oder? Und dann haben wir uns entschieden, dass wir das Arbeitsverhältnis auflösen, weil ursprünglich hat es mal geheissen, sechs Monate Chemo, Operation und Bestrahlung. Und jetzt geht das schon seit über drei Jahre, oder? Und es ist keine Besserung in Sicht und sie hat so die Idee gehabt, dass sie das Ganze quasi wie kann rausnehmen und sagen, ich bin noch ein Teil vom Team, aber wenn ich mich jetzt vielleicht nur kann auf meinen Genesungsprozess konzentrieren und alles Berufliche weg habe, dass es dann vielleicht ihr würde besser gehen, oder? Und jetzt ist es mittlerweile, ja das ist im Mai passiert und sie bereut es, oder? Weil sie gemerkt hat, es hat ja keinen Einfluss.

A: Ja, das ist halt ein recht grosses Engagement, wo Sie hier machen, ja. Eben, ich persönlich habe das jetzt sehr ... Ich glaube nicht nur ich habe gefunden, doch, das ist jetzt etwas Sinnvolles auch als Ersatz jetzt auch für das Kundengeschenk in dem Sinn. Ich habe das sehr positiv gefunden, oder sinnvoller, als wenn man irgendwo eine, ich weiss auch nicht, eine Agenda bekommt oder einen Kugelschreiber oder so etwas. Erstaunt mich natürlich auch, dass dann so spezielle oder negative Reaktionen kommen von Mitarbeitern von der IV, ja.

B: Niemand von Glarus.

A: Jaja, das habe ich mir schon gedacht.

B: Es sind immer die Gleichen.

A: Genau

B: Sie können sich ungefähr vorstellen aus welchem Kanton.

A: Aber vielleicht nur um ganz kurz darauf zurückzukommen, eben, das haben Sie jetzt im Rahmen jetzt von einem Kundenschreiben hat sie denn das kommuniziert gehabt, eben sonst Jahresbericht oder so, werden weniger.

B: Ja der Jahresbericht, der bleibt natürlich bei uns intern. Ah nein, natürlich haben wird das auch über Social Media und über den elektronischen Newsletter haben wir das kommuniziert. Wir sind auch sehr offen mit dem umgegangen, weil es sind natürlich zum Teil auch Fehler passiert, also wenn sie zum Beispiel mal gearbeitet hat, von sich aus freiwillig etwas gemacht hat, dann hat sie zum Beispiel einfach alles kreuz und quer durcheinander geschrieben und hat das irgendwie dem Kunden rausgeschrieben, und dann bin ich natürlich mit dem konfrontiert worden, oder? Also nach dem Motto, ja aber hallo können sie noch schreiben, und was ist das Problem? Und wir haben eigentlich intern die Regeln gehabt, dass wir sehr offen mit dem umgehen. Dann habe ich gesagt „Ja, es tut mir leid.“ oder? Das ist wahrscheinlich aufgrund von dem passiert, dass sie einfach die Konzentrationsfähigkeit gar nicht mehr herbringt und die Kunden haben eigentlich immer mit Verständnis reagiert. Ich habe zwei-, dreimal Termine abgesagt, weil ich notfallmässig eingesprungen bin, wo sie niemand gehabt hat, wo sie hätte können fahren hin in die Chemo und wieder zurück. Und das ist eigentlich so ein bisschen das Thema gewesen. Und es hat auch Kunden gegeben, die haben auch immer wieder gefragt. Also wir sind sehr transparent mit dem umgegangen. Und auch im Büro, ich meine ein Mensch, wo dann so lang krank ist, verändert sich ja, also auch optisch, und dort hab ich eigentlich die Leute in unserem Co-Working immer darauf hingewiesen, also quasi vorbereitet, jetzt kommt sie dann, und so ein wenig darauf vorbereitet, wie sie auch aussieht, dass sie dann nicht gerade komplett erschrecken oder sie einfach mit Riesenaugen anschauen, und das hat eigentlich gut funktioniert.

A: Was denken Sie eben, inwiefern die berufliche Eingliederung, oder eben auch die Beschäftigung von Menschen mit Behinderung, ein Teil von der sozialen Unternehmensverantwortung oder CSR-Strategie ist, oder sollte sein, jetzt ganz allgemein?

B: Bin ich auf jeden Fall der Meinung, dass das so sollte sein. Und ich finde auch, da sollten die Unternehmen, also es gibt ja andere Länder, wo da fortschrittlicher sind wie die Schweiz. Ich bin auch der Meinung, dass man ab einer gewissen Anzahl Mitarbeiter muss eine gewisse Anzahl Leute mit Behinderungen einstellen. Und was ich mache diesbezüglich, ist, dass ich einfach ... Und das ist eben genauso die zwei Welten, wo ich mich drinnen bewege, dass ich eigentlich die Führungskräfte total sensibilisiere auf das Thema und ihnen eigentlich kann den Mehrwert aufzeigen. Und so habe ich schon ein paar Mal auch können Leute, wo im Rollstuhl sind und so weiter,

können irgendwo platzieren, bis hin zu dass sie dann die Toilettenanlagen haben müssen umbauen und wirklich eine Veränderung in der Organisation stattfindet, dass sie sagen, ja, wir können ja locker solche Leute anstellen. Ja.

A: Wie viele berufliche Eingliederungen haben Sie bei sich im Unternehmen bis jetzt durchgeführt, also mit den eigenen Mitarbeitern oder externen?

B: Mit eigenen Mitarbeiter zwei. Und mit externen bis jetzt noch niemand, weil da habe ich immer ein wenig das Thema, oder ob ich jetzt, wenn ich gleichzeitig jemand von der SVA begleite, die Personen können bei mir einen Arbeitsversuch machen. Ich meine jetzt zum Beispiel, jemand anderes würde auf mich zukommen und sagen „Hey, hättest du die Möglichkeit?“ müsste ich immer zuerst überprüfen, wie ist meine eigene Situation, weil es einfach Zeit braucht. Also ich kann die Person dann nicht selbständig arbeiten lassen. Und das ist so ein bisschen das Thema, oder?

A: Das würde dann eigentlich gerade überleiten zur nächsten Fragen, eben, ob Sie die berufliche Eingliederung auch zur Personalgewinnung nutzen?

B: Bis jetzt nicht. Es wird aber immer ein Thema, weil wir unterhalten uns über die Werte und im ganzen Recruiting-Prozess müssen sie auch eine Wertaufgabe lösen. Und dort ist für mich Augenhöhe und Respekt enorm wichtig und das kommt ja dann dort zum Thema. Oder ich habe auch jemand im Recruiting gehabt, wo einmal einen schweren Unfall gehabt hat und quasi entstellt gewesen ist, also nur auf der einer Gesichtshälfte, und das haben wir dann sehr offen und transparent kommuniziert, Sie hat sich dann leider für einen anderen Arbeitgeber entschieden und das wäre für also das ist für mich gar kein Hinderungsgrund gewesen, diesen Person anzustellen.

A: Jetzt aus Ihrer Erfahrung eben auch als Vorgesetzte oder Geschäftsführerin, wo sehen Sie die grösste Herausforderung bei der beruflichen Eingliederung in einem Unternehmen? Also ich sage jetzt mal in Bezug auf, eben Führungskompetenzen, Information von den Teamkollegen oder Arbeitskollegen, können Sie mir da dazu vielleicht noch etwas sagen?

B: Ja, also ich denke die grösste Herausforderung ist sicher Planung. Also wenn jemand plötzlich nicht mehr da ist, oder immer so halbpatzig da ist, dann ist es enorm schwierig, die Arbeit können zu planen. Das heisst ich komme irgendwann in einen Modus, wo ich eigentlich die Arbeiten gar nicht mehr zuteile und dann mehr nach dem Prinzip vorgehe, dass die Leute sich dann die Arbeit selber können holen, wenn sie in dem Integrationsprozess sind. Die Informationen gegenüber anderen im Team, und jetzt bei uns natürlich auch im Co-Working, finde ich, das A und O, dass sie immer wieder up to date gehalten werden, und zwar immer natürlich in Absprache mit der betroffenen Person, wieviel will sie überhaupt preisgeben, oder eben nicht. Und dann finde ich ist es schon für die Führungskraft ein sehr ein hoher Aufwand. Also ich sage jetzt mal, es kommt darauf an, wie ernst man die Aufgabe nimmt. Wenn man die Aufgabe ernst nimmt und einem auch viel dran liegt, dass es vorwärts geht, dann braucht es recht einen hohen Aufwand. Und wenn man jetzt zum Beispiel so einen Arbeitsversuch macht, oder ein therapeutischen Arbeitsversuch, dann ist eigentlich meine Erfahrung

dass ich am Morgen immer die Check-in gemacht habe und quasi gefragt habe „Wie geht's?“, „Was sind heute deine drei Ziele, wie gehst du die an, wo könnten Stolpersteine sein?“ Dann brauch ich am Morgen schon etwa eine halbe Stunde bis eine Stunde und dann das Gleiche wieder am Abend. Also quasi dann wieder fragen „Ja, wie ist es gelaufen?“, „Auf was bist du stolz?“, „Was sind deine Erfolgserlebnisse gewesen?“, „Wie ist es dir gegangen damit?“ Und da gibt es natürlich auch Vorgesetzte, die machen das alles nicht, aber mir ist das persönlich sehr wichtig. Und ich glaube in so einer instabilen Situation ist eine enge Führung wichtig.

A: Ist im Zusammenhang mit der beruflichen Eingliederung sind da neue Produkte entstanden, oder neue Dienstleistungen, Innovationen, hat man den Bedarf gesehen, Arbeitsabläufe anzupassen, also Prozess vielleicht noch mehr strukturieren also noch detaillierter zu dokumentieren?

B: Ja. Also das eine ist, dass ich sicher Mitarbeiterdokumentationen detaillierter geführt habe, also wirklich quasi fast täglich kurz Notizen gemacht habe über was gelaufen ist. Das andere ist, dass wir ... Ich bin schon vorher habe sehr viel Sachen automatisiert, aber habe jetzt durch eigentlich die Situationen noch mehr automatisiert, im Sinn von auch Fehler können auszumerzen. Dann haben wir eigentlich immer gesagt wir machen das Vier-Augen-Prinzip und das haben wird dann natürlich nach der Situation massiv ausgebaut. Also es ist nichts mehr raus, ohne dass es noch jemand anderes gesehen hat. Und ja, neues Produkt und neue Dienstleistungen, das ... Ich sehe ein Riesenpotenzial bei den Versicherungen und ich sehe ein Riesenpotenzial seitens IV. Und dort können wir natürlich Dienstleistungen anbieten, aber heute, jetzt gerade bei uns, ich meine wir sind bei der Allianz versichert und die stellen zum Beispiel nicht von sich aus ein Casemanagement. Oder, also man muss wirklich 100-mal nachfragen und bekommt es trotzdem nicht. Und auch quasi die Lohnzahlungen, also wenn jetzt zum Beispiel hab ich die Situation gehabt, dass ein Mitarbeiter das Zeugnis nicht eingereicht hat. Also der Arzt hat keinen Bericht eingereicht. Also es hat einen Rückfall gegeben, dann hat der Arzt keinen Bericht eingereicht, und das über neun Monate, trotz mehrfacher Mahnung von der Allianz, und in der ganzen Zeit ist kein Krankentaggeld geflossen zu mir, das heisst, ich habe eigentlich dann die ganze Lohnfinanzierung gemacht, und bin quasi die Bank gewesen. Und das finde ich fatal, oder, ich habe mir dann wie überlegt, dass eigentlich eine Allianz, wo so viel Gewinn macht jedes Jahr, und stetig wächst oder, dass die wie müssten sagen, wir bieten eigentlich die Dienstleistungen an, dass sie wie ein quasi ein Darlehen, oder wie man das dann immer will nennen, auch Krankentaggelder dem Arbeitgeber zu Verfügung stellt, weil ich glaub wäre jetzt ich nicht so sozial oder, und hätte ich sage das ganz Geld rausgeworfen dann hätte ich mir das gar nicht können leisten. Wissen Sie wie ich meine?

A: Also Ihre Mitarbeiter hätten einfach kein Einkommen gehabt?

B: Ja, das hätte ich aber ... Ich meine einer Familie mit Kind kann ja nicht einfach den Lohn nicht zahlen, also hätte ich das trotzdem gemacht, aber ich glaube so Konfliktsituationen wo neben dem allem schon extrem viel Energie

rauben, kann natürlich dazu führen, dass dann irgendwann ein Chef oder ein Inhaber sagt, fertig, oder? Jetzt habe ich die Schnauze voll und jetzt wird die Kündigung ausgesprochen, und ich meine ja, das sind so Systeme, wo ich irgendwie das Gefühl habe, da stimmt der Prozess. Jetzt bei der Krankentaggeldversicherer nicht, dass sich die Ärzte das überhaupt können rausnehmen, dass es neun Monate geht bis einmal irgendwie ein Bericht kommt. Und zum anderen habe ich mir dort wie überlegt ja, wie wäre es, wenn sie quasi das Geld würden vorstrecken und nicht einfach stur sagen, solange wir keinen Bericht haben, zahlen wir nichts. Und ja, da müssten die vielleicht (triagieren?) oder und sagen, was ist der Schwierigkeitsgrad, oder? Weil ich denke jetzt gerade bei Krebs oder anderen körperlichen Erkrankungen ist es wahrscheinlich einfacher wie bei psychischen Erkrankungen.

A: Ja, ich denke das auch. Also was ich noch oftmals erlebe, dass Arbeitgeber erstaunt sind, dass nicht die IV vor der Krankentaggeldversicherung vorbei kommen, oder eben mal anrufen oder so, habe ich jetzt auch schon einige Arbeitgeber erlebt, wo dann ein bisschen, ich sage jetzt mal, erstaunt und gleichzeitig verärgert gewesen sind, dass das Krankentaggeldversicherung wo sie auch zahlen ... Ja, nicht aktiver sind ja.

B: Also da bin ich voll bei Ihnen. Also die machen gar nichts, also wirklich gar nichts. Das ist jetzt meine Erfahrung und das ist nicht nur bei einem Mitarbeiter gewesen. Die machen gar nichts. Die geben dir keine Unterstützung, null Entgegenkommen. Es geht immer ewig bis mal was irgendwie etwas hört, und es ist immer so, dass der Impuls muss immer vom Arbeitgeber ausgehen, oder? Und wenn ich ja dann wiederum Leute in der Integration habe oder, und mit den Chefs rede, dann hör ich dort genau die gleichen Sachen, jetzt unabhängig vom Krankentaggeldversicherer. Ich denke das ist einfach eine Gefahr, dass dann irgendwann der Arbeitgeber sagt, finito. Weil es einfach zu viel Energie braucht nebenher und es geht ja dann nicht mehr drum, für den Mensch alles zu tun, damit es besser wird, oder? Und den Arbeitgeber bei Laune halten, und die IV funktioniert ja gerade umgekehrt. Die IV probiert ja dann alles zu machen, damit der Arbeitgeber nicht aussteigt.

A: Genau, ja.

B: Also das ist ein bisschen ein Zwiespalt.

A: Ja, ich denke da ist so eine gewisse Untiefe im System. Es ist sicher ursprünglich anders gedacht gewesen.

B: Ja, das glaube ich auch.

A: Aber das ist so. In den letzten Jahren hat sich eine Art immer mehr auch Richtung IV verlagert, wo ich mich auch schon gefragt habe, dann wäre es eigentlich sinnvoll, wenn es keine Krankentaggeldversicherungen mehr gäbe und die IV gleich alles würde machen. Da wären wir schon ab dem ersten Tag dabei, eigentlich.

B: Ja es wäre ein guter Ansatz. Es wäre ein guter Ansatz.

A: Wie schätzen Sie das Verhältnis von Aufwand und Ertrag bei einer beruflichen Eingliederung ein? Also jetzt vielleicht in Bezug auf den eigenen Mitarbeiter, wenn man ihn wieder kann an den Arbeitsplatz zurückführen?

B: Also, jetzt in Bezug auf ... Ich mache doch noch eine Klammer auf, in Bezug auf meine eigenen Mitarbeiter ist der Aufwand exorbitant gewesen und der Ertrag minus, wirklich minus. Und wenn ich es jetzt aber bei anderen nachschaue, dann sehe ich eigentlich häufig, dass sich am Schluss ein positives Bild zeigt. Obwohl man am Anfang einen grossen Aufwand hat, oder? Aber ich stelle fest in den Gesprächen, dass die Identifikation einfach viel höher ist, dass die Bindung eine ganz andere ist, wie gegenüber irgendeinem Mitarbeiter, wo dort gearbeitet hat, und dass sich die Verhältnisse auf, ich sag jetzt mal, die Zugehörigkeit, Vertrauensbasis, dass das alles einen positiven Impact hat auf die Leistung. Und von dem her gesehen würde ich sagen oder, wenn es eine gute Wende nimmt im Prozess dann glaube ich, wenn man das gut macht, profitiert man. Und zwar nicht unmittelbar, sondern erst nach einer Zeit. Also wenn der Mitarbeiter dann im Rahmen von seinen Möglichkeiten voll kann leisten, oder?

A: Wie schätzen Sie in dem Zusammenhang den Stellenwert von den finanziellen Anreizen oder Leistungen von den Sozialversicherungen ein? Also anders gefragt, wäre dann eine berufliche Eingliederung möglich, ohne Leistungen jetzt von den Sozialversicherungen?

B: Ja. Ich mach das. Ich brauch die IV nicht und brauche auch Krankentaggeld nicht, weil ich einfach daran glaube und vielleicht auch meine eigenen Geschichte habe. Ich denke aber, dass es ganz einen Haufen Arbeitgeber gibt wo sich nicht würden darauf einlassen, weil sie nur schon Respekt davor heben, die Verantwortung zu übernehmen. Oder vielleicht auch unsicher sind, wie sie das könnten (angehen?). Und dann macht es jetzt natürlich lukrativer, wenn man kann sagen, ja man macht jetzt ein Visa oder ein Arbeitsversuch oder was auch immer und hat dann quasi wie das Backup noch, und ich muss mich natürlich auch nicht gleich committen. Also wenn ich natürlich das selber finanziere, weil ich einfach an den Menschen glaube und all das, dann habe ich natürlich ein ganz ein anderes Commitment und ganz ein anderes Engagement. Ja.

A: Darf ich fragen, welche Auswirkungen und Reaktionen haben Sie auf Ihr Engagement von ausserhalb bekommen? Also vielleicht innerhalb von Ihrem Unternehmen, von Mitarbeitenden, und von Externen?

A: Also von innerhalb habe ich gehört, irgendwann musst du Grenzen setzen und also quasi eher „Nimm dich zurück, mach weniger.“ Eher so. Also quasi so ein wenig den Spiegel hingehalten, aber wahrscheinlich hat das auch mit der Dauer zu tun. Und von Externen habe ich eigentlich durchaus sehr positive Rückmeldungen bekommen, dass sie es super finden, dass sie die Grosszügigkeit extrem bewundert haben, das Dranbleiben, das Engagement und haben mehrfach haben sie mir gesagt „Ja ist unglaublich, dass so ein kleines Unternehmen das macht.“ Das hat mir übrigens auch die Allianz gesagt. Also die Allianz hat mir gesagt „Hey, megacool und auch super professionell.“ Weil ich habe natürlich nach dreissig Tagen auch die IV

Anmeldung gemacht und habe auch dort Unterstützung geboten, ist ja vor allem nicht um eine IV Rente gegangen, sondern so um Hilfsmittel. Auch die Seiten haben mich gelobt, oder? Also quasi, dass ich einfach dran geblieben bin. Und es zwei, drei Kunden gegeben die sind eben vor allem Leute aus dem HR-Bereich, wo irgendwie gefunden haben „Hey nein, irgendwann musst du ja auch mal auf dich schauen.“ Weil das Thema ist natürlich, gerade in so einem kleinen Unternehmen, ich habe natürlich die Arbeiten übernommen. Ich habe nicht noch jemanden können zusätzlich anstellen. Das heisst, es ist dann eigentlich auf dem Buckel von mir ausgestanden worden, und dann, wo ja die Frau (Ackermann?) auch noch ausgefallen ist, dort ist mir alles um die Ohren geflogen, oder? Und die anderen habe ich dann ja nicht noch mehr können zupacken mit Arbeit. Und dann ist der Corona gekommen und danach hat es auf einmal plötzlich gewendet.

A: Eben, im direkten Kundenkontakt haben Sie ja schon gesagt gehabt, dort haben Sie ja verschieden Erfahrungen gemacht gehabt. Und dann auch eigentlich Massnahmen ergriffen, um dann das können wie soll ich sagen, vermeiden, dass es negative Auswirkungen gehabt hat. Aber eben im direkten Kundenkontakt, oder in der Regel ist das ja nicht spürbar, wenn jetzt jemand in der beruflichen Eingliederung ist, oder nicht. Genau, ja.

A: Jetzt sind wir schon bald schon am Ende vom Interview. Jetzt kommen wir noch zu den zwei so komplexesten Fragen. Und zwar, eben, aus Ihrer Sicht, welche Stakeholder werden tangiert bei der Beruflichen Eingliederung, und in welcher Hinsicht? Da habe ich noch so ein Modell, das finden Sie auf der letzten Seite vom Interviewleitfaden. Das Company's Ripple Effect Modell, wo da verschiedene Stakeholder aufgeführt sind, und das in verschiedenen Dimensionen. Also eben wirtschaftlich, ethisch, in Richtung Personalentwicklung, sozial, von der Umwelt, beziehungsweise Ökosystem, wo sich das Unternehmen befindet. Was würden Sie sagen? Welche Stakeholder tangiert das und in welcher Hinsicht?

B: Ja, also sicher die eigenen Mitarbeiter, weil die bekommen das mit und können sich mit dem Unternehmen und der Strategie also quasi walk to talk können sie sich verbinden. Dann auch so ein bisschen mit der Community, dann meine ich eigentlich mehr auch Partnerfirmen, wo wir zusammenarbeiten, wo quasi auch die Authentizität mitbekommen haben, jetzt gerade in unserem Fall, weil wir auch in dem Bereich arbeiten, wo sie sehen, die lässt die Leute nicht einfach fallen. Dann, Kunden bekommen das auf jeden Fall mit. Und zwar, ja, ist jetzt noch schwierig, das ist auf mehreren Ebenen. Also bei den Kunden ist es sicher so, die sind jetzt so ein bisschen überall, also sicher auf der ethischen Ebene. Dann auch auf den Umweltfaktoren, also ich habe ja nie ein Geheimnis darum gemacht, die haben die Person auch gesehen, also haben sie ja auch gemerkt, dass ist nicht etwas, wo einfach geredet ist, sondern das entspricht quasi der Tat und Wahrheit. Und dann ökonomisch hat es sicher Kunden so betroffen, dass sie kein Weihnachtsgeschenk bekommen haben. Und es aber auch Kunden betroffen, ich bin natürlich sehr absorbiert gewesen, also vor allem ab dem Januar. Und dort hat natürlich die Qualität darunter gelitten, das ist ganz klar.

Es hat auch Kunden gegeben, wo mir Hilfe angeboten haben, also von der Kundenseite, wo mir Hilfe angeboten haben. Und ich sag jetzt mal, es ist sicher nicht die gleiche Qualität gewesen, oder ich habe gerade müssen im SVA-Kontext gewisse Fallbegleitung, wo wir eigentlich zugesagt haben, retouren. Und das ist etwas, wo mir völlig gegen den Strich geht, also völlig, oder? Und das haben Kunden sicher gemerkt, und das hat natürlich dann auch wiederum einen Einfluss auf das Monetäre. Ja, und auch im ökonomischen Bereich von der Mitarbeiterseite ist sicher so, dass man durch die Prozesseinführungen, oder noch mehr automatisiert haben, sind wir natürlich nicht effizienter geworden. Und das wiederum hat auch sicher einen positiven Impact gehabt auf die Qualität. Und wiederum dann schlussendlich auf den Umsatz. Also ich meine ich habe jetzt das Ding gestern angeschaut oder, und bin eigentlich der Meinung wenn ich jetzt ein Grossunternehmen anschau, würde ich behaupten, dass auf jeder Quadrant Einfluss hat. Und wenn wir wieder zurückgehen zum Anfang vom Interview oder, dann könntest du eigentlich die Strategie genauso aufbauen. Das wäre ein super Hilfsmittel.

A: Ja, das ist ein interessanter Ansatz, ja. Also eben das Modell ist eigentlich ursprünglich, das ist schon relativ alt, das ist irgendwie aus den 90er Jahren, und dort ist es eigentlich darum gegangen, eben wie, welche Auswirkungen hat das Unternehmen auf eben sein Ökosystem. Eben mit dem Hintergedanken, dass natürlich jeder Mitarbeiter hat eine Familie und eben ... Wie soll ich sagen. Und der Mitarbeiter, und auch die Familie, haben wieder einen Einfluss auf andere Unternehmen aufgrund von der Kaufkraft, und hat dann das versucht so ein bisschen zu operationalisieren, das schematisch darstellen, eben wie sich das Unternehmen könnte auswirken.

B: Das wäre interessant das durchzuspielen.

A: Ja das ist ein sehr interessanter Ansatz.

B: Und ich habe ja schon mehrere Unternehmen in Strategieentwicklungsprozess im Zusammenhang von Nachhaltigkeit unterstützt, also auch Konzerne, und das Krasse ist eigentlich immer, das wäre alles so ein bisschen im HR angesiedelt, dass sich das HR am schwierigsten tut. Das ist jetzt einfach meine Erfahrung, oder? Und mit dem Modell würde man eigentlich die verschiedensten Auswirkungen sehr klar sehen, oder? Und unter Community kann man ja nicht nur sagen, Partner-Netzwerke von den Firmen anschauen, sondern natürlich auch das familiäre Umfeld oder?

A: Genau, also das ist ja zum Beispiel auch ein Punkt oder, wenn jetzt eben ein Mensch mit Behinderung in einem Betrieb arbeitet, dass dann vielleicht auch die Familie dann automatisch natürlich auch das Unternehmen unterstützt, vielleicht dann dort auch Kunde ist, Kollege, genau, ja.

B: Genau.

A: Ja, wir kommen dann zur nächsten Frage, dort geht es darum, welche Auswirkungen und Implikationen sehen Sie im Zusammenhang mit der beruflichen Eingliederung, also auf die Organisation bezogen? Ich habe die letzte Version vom St. Galler Managementmodell, nicht den (Ganzen?), wo ich eigentlich nicht schlecht finde, eben wo, kennen Sie wahrscheinlich auch,

genau, dort wo das Unternehmen ja, find ich schematisch gut darstellt auch mit dem Umfeld. Und dann würde ich auch kurz mit Ihnen da durchgehen. Jetzt in Bezug auf Prozesse, also Management-, Geschäfts-, Unterstützungsprozess, was sehen Sie da für Auswirkungen und Implikationen jetzt von der beruflichen Eingliederung, eben Sie haben schon gesagt gehabt...

B: Also Managementprozess ist sicher, dass sich die Führung entsprechend muss entwickeln und Handwerkszeug zu bekommen, mit so Menschen umgehen zu können. Dann braucht es da drinnen sicher auch, ich sage jetzt mal, so Richtlinien, wo man vielleicht sogar zusammen entwickelt mit den Führungskräften. Wie gehen wir mit dem um? Oder ich sage oder zurück zum Beispiel jetzt grössere Unternehmen könnten auch kollegiale Fallberatung installieren, um quasi den Mitarbeiter, wo in der beruflichen Integration ist, zu managen. Auf dem Geschäftsprozess finde ich wichtig, dass man quasi das Controlling sicherstellt, also wenn der Mitarbeiter. jetzt natürlich je nachdem, was er hat oder, dass man sicher schaut, dass Controlling, Reporting, in Bezug auch auf Qualität sichergestellt ist, oder eben so Vier-Augen-Prinzip, oder was auch immer. Jetzt weiss ich nicht, ob man das bei den Geschäftsprozessen müsste integrieren. Also quasi, wenn ich muss eine bauliche Massnahme vornehmen, wo könnten wir das hingeben? Ist das Umweltsphäre? Nein. Häufig müsste man auch bauliche Massnahmen, oder ich sage mal, Massnahmen in einer Bürolandschaft umsetzen.

A: Ja. Gut ich denke, dass wär dann ein Teil von den Strukturen, also Ordnungsmoment.

B: Ja genau. Strukturen, genau.

A: In der Regel sind es ja dann einmalige Sachen.

B: Ja genau. Und bei den Unterstützungsprozessen, das ist ja vor allem HR und Finanzen und so weiter, dort braucht es natürlich auch einen Prozess, wo das abbildet, also wo quasi abbildet, wie so eine berufliche Integration vollzogen wird und was sind so die Meilensteine. Und auch so ein bisschen den Rahmen vorgibt, wie man sich zu verhalten hat, wie man kommuniziert, wie man nach innen kommuniziert und nach aussen kommuniziert, das sind eigentlich so die Unterstützungsprozesse. Plus natürlich dort auch den Prozess bezüglich, ich sag jetzt mal, Lohnzahlung, Versicherung und so weiter, wo ich wie alles (unv.) darstelle. Also und auch natürlich dementsprechend Entscheidungen, also quasi wie Entscheidungshilfen dort drinnen finden. Und auch Lohnstruktur und so weiter oder, also dass das ganze Thema sauber geregelt ist, oder? Weil es kann nicht sein, dass wo ich auch schon gehabt habe mit einem Arbeitgeber, dass dann jemand sagt „Ja, ich zahle sicher nicht den Lohn der sitzt ja im Rollstuhl.“ Dann habe ich gesagt „Ja also Entschuldigung, die Person funktioniert ganz normal, also die hat einfach die kann nicht laufen aber das Gehirn funktioniert tipp topp.“ Oder? Und das sind ich glaube das wären solche Sachen, wo dort drinnen müssten geregelt werden.

A: Jetzt bei den Ordnungsmomenten, eben dort geht es um Strategie, Strukturen, Kultur. Was sehen Sie dort für Auswirkungen und Implikationen?

Also eben in Bezug auf die Unternehmenskultur ist ja die Literatur, was man findet, kann man eigentlich sagen, dass man davon ausgeht, ja es braucht eine gewisse entwickelte Unternehmenskultur, dass überhaupt eine berufliche Eingliederung möglich ist.

B: (unv.)

A: Genau, und auf der anderen Seite heisst es aber auch, ja, berufliche Eingliederung fördert die Unternehmenskultur auch.

B: Also da bin ich voll dort. Also es braucht eine reife Kultur. Es braucht eine Kultur, wo gut kann mit Veränderungen umgehen. Und es braucht eine Kultur, wo ich sage die Themen, wo immer müssen geklärt werden, wie Dazugehörigkeit, Intimität und die Machtverhältnisse, wo das quasi wie immer wieder geklärt wird. Und natürlich, ich sage jetzt mal, tendenziell eher eine soziale, ehrliche und offene, transparente Kultur. Und bei den Strukturen habe ich schon gesagt oder, dann braucht es vor allem auch die Anpassungen, ich sage baulicherseits, dann die ganzen Möglichkeiten wo ich jetzt zum Beispiel auch einem Mitarbeiter zur Verfügung stelle, wie zum Beispiel, dass es eine Ruheraum gibt, oder dass ich mich kann zurückziehen, oder dass ich zum Beispiel auch Zonen habe, wo ich könnte draussen etwas machen, und dass es eigentlich für den Betroffenen kein Hindernis darstellt oder, jetzt zum Beispiel ins Geschäft komme und mich dort entsprechend können selber zu verhalten. Und natürlich auch gewisse Flexibilität oder, wie Jahresarbeitszeit oder was auch immer.

A: Also eben ich denk das mit den baulichen Massnahmen ja, braucht meistens, so wie ich das erlebe, eben immer ein wenig Überzeugungsarbeit. Dann finden sie, ja so ein Treppenlift schaut nicht schön aus, oder was auch immer. Und ich finde immer, ja vielleicht haben sie ja mal einen Kunden im Rollstuhl, der ist dann begeistert, wenn er zu ihnen kommt und das zieht dann meistens.

B: Ja das ist so. Das ist so. Oder dass man sich eben nur schon über das Gedanken macht und das nervt mich, dass das viel gar nicht stattfindet. Und bei der Strategie bin ich davon ... Also das ist einfach meine Haltung oder, ich meine ich habe eine Unternehmensstrategie, und dort heraus leitet sich das Leitbild, Philosophie, die Werte und so weiter ab, und ich bin eigentlich der Meinung, dass das muss in der Unternehmensstrategie verankert sein. Und dann ergibt sich daraus wieder Teilstrategien, oder? Wo dann vor allem ins HR reingehen wo dann quasi sagen, wie gehen wir mit dem Thema um, wie rekrutieren wir, wie wollen wir das einbinden, was sind so ein bisschen unsere Stakeholder, wo wir auch vielleicht beratend dazu ziehen, und wie kommunizieren wir das.

A: Ja ich denke das ist schon ein wichtiger Punkt, wie Sie auch sagen, also vor allem wenn man natürlich zum einen den, ich sage jetzt mal, ein Unternehmensziel muss erreichen. Ich sage jetzt mal umsatztechnisch auch. Und auf der anderen Seite natürlich nämlich die sozialen Aspekte berücksichtigen. Ich denke, dass man wirklich schon...

B: Ja, aber ich finde, da habe ich eine ganz klare Meinung. Strategie hat... Ich kann sie von jeder Seite beleuchten und es hat immer die

Spannungsfelder drinnen. Und ja, ich meine wenn ich mit einem Finanzler oder mit einem QS-Typ spreche, der sagt, ja, möglichst alles auf Qualität trimmen und niemals vom Gesetz abweichen und die Prozesse stur einhalten. Und dann redest du quasi mit dem Verkauf und der muss möglichst viel umsetzen und der muss neue Kunden gewinnen, und bewegt sich zum Teil in einer Grauzone, haben wir schon ein Spannungsfeld, wo sich aus der Strategie heraus ergibt. Und darum glaub ich dort, also meine Erfahrung ist immer, dass man quasi die Strategie halt mit den Leuten zusammen entwickelt, und die Themen auch miteinander also so ein bisschen exemplarisch auch weiter betreibt.

A: In Bezug auf die Entwicklungsmodi, also die Erneuerung, Optimierung, Weiterentwicklung von der Organisation. Wo sehen Sie da Auswirkungen und Implikationen mit der beruflichen Eingliederung?

B: Also im Entwicklungsmodus sehe ich eigentlich das, dass wenn eine Organisation so starr ist und sich nicht mit neuen Themen auseinander ... Also sind ja nicht neue Themen oder, aber wenn eine Firma quasi das Thema Diversität jetzt einfach aufnimmt, oder das Thema Nachhaltigkeit, weil einfach jeder davon redet, dann passiert dort eine Entwicklung. Eigentlich impliziert durch irgendein Thema, wo die heutigen Manager aufgreifen, und dann landet bei ihnen das Thema automatisch auf dem Tisch und dann müssen sie sich automatisch mit dem auseinandersetzen, ob sie jetzt wollen oder nicht. Plus alle die Firmen, wo quasi, es gibt ja all die Awards, also ich habe mehrere Kunden wo dort beste Arbeitgeberschmiede, beste... was gibt es da noch? Da das Label Friendly Workspace, irgend sowas. Alle diese Sachen, die zielen ja genau auf das ab. Und wenn ich eigentlich so eine Entwicklung mache, dann hat das genau mit dem zu tun, dass ich mich automatisch muss entwickeln, also ich kann gar nicht stehen bleiben. Und ich glaube, wenn sich auch die Wirtschaft so weiterentwickelt, wie man jetzt eigentlich wie es so ein wenig anfängt, glaube ich, müssen sich die Leute automatisch mit so Themen auseinandersetzen. Oder, weil man kann als Organisation nicht einfach das Problem, und das ist ein wenig das was ich befürchte, also quasi heraus delegieren. Ja die IV kümmert sich oder das RAV kümmert sich, also mir machen gar nichts. Ich meine am Schluss zahlen wir das alle mit. Und darum glaube ich gibt es Erneuerungen und müssen sich die Firmen entwickeln, und eine Optimierung wird im Mindset stattfinden und in der Kultur. Also es müsste dann da daraus erfolgen.

A: In Bezug auf die Anspruchsgruppen oder nochmals Stakeholder, die sind da ja mit Kapitalgeber, Kunden, Mitarbeitenden, Öffentlichkeit, Staat, Lieferanten, Konkurrenz. Wo sehen Sie da Implikationen oder Auswirkungen?

B: Also ich denke auf der Kapitalgeberseite ist es sicher so, dass die ja möglichst Umsatz oder Money (unv.) sind. Denen muss man eine gute Geschichte auferlegen und wie können sagen, das was ich jetzt eigentlich probiere, können sagen, das ist eigentlich, wenn ich jetzt jemanden aus dem Bereich einstelle, dann hat das die und die Vorteile oder, und hat vielleicht nicht den negativen Impact auf die Zahlen, wie die Leute vermuten. Ich

glaube das ist mehr so eine Fantasie. Und der Kapitalgeber muss sich natürlich mit dem identifizieren was die Organisation macht, sonst gibt er das Geld nicht. Also ist es relevant, ist es in der Strategie drinnen verankert oder nicht. Dann auf Kundenseite glaube ich hat es auf jedenfalls einen positiven Impact, weil die Organisationen Themen aufgreifen wo aktuell sind und ich quasi sehe, dass die Organisation nicht stehen bleibt, sondern dass die Organisation auch Verantwortung übernimmt. Muss es natürlich aber auch transparent kommunizieren, aber... Also es gibt ja in Zürich gibt es ganz gute Unternehmen übrigens, wo ich wirklich schon die grössten Streits gehabt habe. Die sagen „Ja wir sind extrem sozial und wir bieten Integrationsarbeitsplätze.“ oder? Also wir reden da von einer Bank, die hat irgendwie 1500 Mitarbeiter. Und die proklamieren gegen aussen, wie gut sie sind in dem und so weiter, und sie haben genau einen Platz. Einen. Ich meine, sorry, das ist lachhaft, oder? Also so viel zum Thema Glaubwürdigkeit, oder? Der Mitarbeiter kann Sicherheit geben, weil es kann jeder mal krank werden oder einen Unfall oder irgendetwas haben, und ich denke auch in der Gewinnung von neuen Mitarbeiter, also gerade wenn man die Junge Generationen anschauen die nachstossen, die kommen automatisch werden die mit dem Thema gross. Also die gehen ja zum Teil mit behinderten Kindern in die Schule, sind mit denen schon in der Krippe konfrontiert und die haben ganz einen anderen Zugang, also die werden nicht mehr weg gesperrt. Ich denke dort ist einfach so ein bisschen die Unterscheidung zwischen physisch und psychisch, oder? Also ich denke alles, was sichtbar ist, ist für Personen nach wie vor einfacher zu händeln. Das andere wird ja eher sichtbar im Verhalten, aber das ist sehr schwierig greifbar für viele. Also erhoffe ich mir, dass es auch ein Impact hat auf die Sensibilität und steigern von Wissen. Also nicht im Sinn von, ich geh in Google schauen, ah bipolar, oder? Aha, okay, so ist das, sondern ich lerne automatisch, mit diesen Leuten umzugehen. Also das ganze System lernt eigentlich aus dem. Ja bei den Medien kann es positiv sein, oder, wenn ich das aber auch wirklich lebe. Das ist so ein wenig ähnlich wie bei den Kunden. Beim Staat, vielleicht muss der Staat dann irgendwann drüber nachdenken. Also aus meiner Sicht gibt es jetzt weniger Unternehmen, wo das machen, oder? Also man könnte es natürlich monetär steuern, indem dass der Staat quasi einen Award verleiht für XY. Wie zum Beispiel Zürich den IV Best Arbeitgeber verleiht, das ist aber natürlich zu wenig, weil ich muss können wie, dass ich eine Art eine Prämie bekommen würde oder so, rückwirkend. Dann ist aber wieder die Gefahr, dass die Leute einfach machen, also die Organisationen machen, und es aber trotzdem nicht ernst nehmen, dass es nur aus dieser Sichtweise ist, oder? Wie jetzt das Unternehmen, wo ich von Zürich gesagt habe, ich meine die propagieren das nach aussen extrem, und letztthin ist dann noch so ein Bericht gekommen im LinkedIn, ich meine da habe ich das Handy in die Ecke geschmissen, weil das ist ja wirklich nicht authentisch. Und die Leute glauben dann das, aber die wissen ja nicht, was innen dran dann wirklich ist. Lieferanten, ist ein Identifikationsthema, kann aber auch sein, dass ich etwas auslöse beim Lieferanten, dass der vielleicht dann auch darüber nachdenkt, eigentlich

arbeite ich hier mit behinderten Leuten zusammen, das könnte ich mir jetzt bei meinem Unternehmen auch noch vorstellen, oder könnte vielleicht in einen Erfahrungsaustausch gehen mit dem Unternehmen. Ich denke die Konkurrenz beobachtet einfach sehr gut, wie sie mit dem Thema umgehen und die können das dann je nachdem ausspielen. Und das sieht man ja auch bei den Arbeitgeberbewertungen, habe ich also auch schon Leute gehabt, wo dann miserabelste Bewertungen definiert haben, wo gesundheitlich angeschlagen gewesen sind, und die Konkurrenz hat dann das quasi das herausgehypot. Krass, oder? Also ich kann dann ja nur in einem Gespräch sagen „Ja, sie müssen halt auch mal schauen, wie der Arbeitgeber bewertet wird.“ Weil wenn ich auch muss (pitchen?) jetzt irgendwo in einer grösseren Landschaft, dann muss ich über all die Sachen Auskunft geben. Und zum Teil auch darlegen, oder? Exemplarisch aufzeigen, wie ich das mache, oder? Und da kann ich natürlich dort gut so einen Spruch fallen lassen, ob das professionell ist, ist dann noch ein anderes Thema. Aber das wird gemacht, habe ich schon selber miterlebt.

A: Bei der Interaktionsthemen, also ich sage jetzt mal, Gesellschaft allgemein, mit den Mitarbeitenden, eben die Wechselwirkungen zum Thema Ressourcen, Normen und Werte liegen, und Interessen, sehen Sie da Auswirkungen oder Implikationen? Dass man merkt, ja, es ist zunehmend ein Thema, vielleicht auch die berufliche Eingliederung als etwas sehen, wo normal ist, wo man davon ausgeht, ja, Unternehmen machen das.

B: Also ich denke, ich habe den Eindruck, es ist ein Tabuthema gewesen lange. Und ich glaube, dass sich Organisationen anfangen, mit diesen Sachen zu befassen. Und ich sehe, wie sie es abhandeln über das Thema Nachhaltigkeit und Diversität. Und früher hat es einfach geheissen, ja, Mann, Frau, jetzt kommen schon alle sexuellen Richtungen dazu, und jetzt kommen auch Themen auf, wie eben Leute, wo irgendeine Beeinträchtigung mitbringen, all die Sachen, das denke ich, dass das die Organisationen aufgreifen. Aber ich glaube es ist in vielen Organisationen noch ein Tabu, man ist nicht krank, oder? Und wie gehe ich dann mit dem um? Und ich glaube das verschiebt sich dann auch in diesen Normen und Werten, und ich glaube die Jüngeren, so wie ich das beobachte, die gehen einfach anders mit dem um, weil die haben zum Teil schon irgendeine Schulkollegin, wo dreizehn ist, wo eine Depression hat, oder ein Burnout. Ja.

A: Dann kommen wir noch zuletzt zu der Umwelt, Umweltsphäre, sehen Sie dort so im grossen Ganzen eben Auswirkungen, Implikationen, vielleicht Wechselwirkungen, was die Gesellschaft, Natur, Technologie oder Wirtschaft betrifft?

B: Ja, also ich denke natürlich ist (unv.), dass man so Menschen auch mit im Alltag mitnimmt, auf welcher Ebene auch immer, oder? Bei der Natur wäre es ein bisschen anders, also bei den Tieren, weil bei den Tieren ist es ja so, wenn einer schwach ist, dann wird er einfach gefressen. Und da denke ich, sind wir nicht so veranlagt. Es hat sicher Auswirkungen auf die Gesellschaft, weil man heute mehr über das redet, aus meiner Sicht aber noch zu wenig, also wirklich konkret, oder dass man grosse Unternehmen zusammenführt

und quasi sagt, ja, wie könntet ihr das machen, oder ich habe auch zum Beispiel schon mal überlegt, quasi so einen Roundtable zu machen für HR-Leute, weil ich einfach immer wieder feststelle, dass IV ist wie, also mit denen will ich schon mal gar nichts zu tun haben, und wenn es dann noch in Kombination mit SVA steht, dann schon mal gar nichts, weil denen liefere ich jeden Monat X Franken ab, oder? Also ich glaube es wird mehr zum Thema. Und man redet mehr, offener. Weil früher hat man einfach gesagt „Ja, der spinnt.“ Und dann sperrt man ihn in einer Psychiatrischen ein und dann ist der einfach dort und jedem läuft im Kopf umher „Ja, der spinnt.“ Und heute geht man anders mit dem Thema um. Technologisch, denke ich, wird es schwierig, weil durch das, dass sehr viel automatisiert wird und digitalisiert und auch sehr viel Roboter und so weiter eingesetzt werden, also ich nehme jetzt grad Industrie, dass eigentlich so niederschwellige Arbeitsplätze fallen immer mehr weg. Und ich denke das hat eine Auswirkung auf die berufliche Integration. Oder dass man auch könnte sagen, wenn man es jetzt zum Positiven wandelt, dann könnte man sagen, ja, ich nutze eigentlich genau das und entwickle zum Beispiel Leute mit gewissen Beeinträchtigungen spezifisch in Thema XYZ, oder? Also wenn ich jetzt zum Beispiel Zeit hätte, würde ich ein Putzunternehmen auf tun. Und zwar alles mit so Leuten, ich sage jetzt mal vor allem psychisch Erkrankte, weil putzen können die, oder? Die brauchen einfach einen höheren Betreuungsaufwand, aber so könnte man quasi wieder etwas zurückgeben in die Wirtschaft, oder? Die würden nicht auf den Kosten von der Wirtschaft hocken. Ja, und ich denke die Wirtschaft muss sich mit dem Thema auseinandersetzen, weil der Staat wird das gar nicht können finanzieren. Und ich glaube, da sind wir dann bei der Frage vom Grundeinkommen, das hat mir gerade heute eine Kundin gesagt „Ja, dann finde ich einfach nichts und dann mache ich einfach nichts und dann habe ich irgendwann mein Grundeinkommen.“ Weil so, wie es jetzt läuft, und das ist so ein bisschen meine These, wir haben uns immer gesagt, ja, es muss sich etwas verändern, es muss sich etwas verändern, so kann es nicht weitergehen, oder? Und meine Hypothese ist, durch jetzt Corona, ob jetzt das gesteuert ist worden von vier, fünf grossen Giganten, oder nicht, das ist mir alles ... Das ist gar nicht relevant, Fakt ist, wir müssen komplett umdenken, und zwar jeder. Das ist meine Hypothese. Und ich glaube da kommen die Themen noch mehr auf den Tisch, weil dann kann man nicht einfach sagen „Ja gut, ich entlasse jetzt einfach mal tausende Leute, ja, nein, und Kranke nehme ich schon mal gar nicht, Behinderte, dann werden die nicht mal gesund, nein, das mache ich grad gar nicht.“ Oder? Das funktioniert nicht. Weil es ist am Schluss ist es ein Zusammenspiel und es ist wie ein Mobile. Also wenn ich an irgendeinem Teil anfange zu ziehen, hat das automatisch Auswirkungen. Und da bin ich eben der Meinung, dass eigentlich die Organisationen viel mehr müssen in die Pflicht genommen werden. Und ich rede jetzt da vor allem hauptsächlich von den grossen. Oder, weil ich sage jetzt mal, so ein Kleinstunternehmer, wie wir sind, das kannst du dir gar nicht leisten, oder? Wenn ich jetzt aber könnte sagen, ja, ich kann einen geschützten Arbeitsplatz machen zum Beispiel, dann kann ich mir das sehr

gut vorstellen. Und ich kann mir auch vorstellen, dass ich dort zum Beispiel einen Teil Lohn einfach so von mir aus gebe, eine Art wie ein Sackgeld, oder was auch immer. Aber ich glaube der Hebel ist dort bei den Grossen und ich weiss nicht ob Ihr im Kanton Glarus schwarze Listen habt mit Unternehmen aber in Zürich gibt es das.

A: Nein wir haben keine schwarze Liste. Gut ich muss sagen, bei unserem Kanton sind die Arbeitgeber schon, ich würde jetzt sagen, sehr offen, so wie ich das erlebe. Jetzt auch für Massnahmen mit der IV zusammen, aber tendenziell sind schon eher KMUs, wo da mitmachen und Hand bieten. Und mit den Grossen ist es eher schwierig, ehemalige...

B: Und das verstehe ich aber nicht.

A: Nein, ich verstehe es auch nicht. Ehemalige Bundesbetriebe sind eigentlich die Schlimmsten.

B: Ja und das meine ich mit schwarzen Listen, oder? Also ich meine das bleibt ja jetzt unter uns, oder? Aber wenn ich eine SBB anschau, wenn ich die Post anschau, UBS, CS all die Grossen ich meine... Und die sind genau die, wo es gegen aussen proklamieren und sagen „Ach wir sind so super.“ Oder? Aber was intern dann abläuft, das ist also wirklich unterirdisch, unterirdisch, und ich habe jetzt wirklich schon mehrere Fälle gehabt. Da gibt man so ein Pseudo-Casemanagement installieren. Das hat null Mehrwert, bringt die Person überhaupt nicht weiter, im Gegenteil, und am Schluss wird die Person irgendwie zu XY abgeschoben. Und jetzt kommt noch das absolut Beste, jetzt machen die zum Teil zusammen Projekte fahren, wo sie Leute einfach in so ein Auffangbecken hineingeben und irgendwie Arbeiten geben, wie zum Beispiel scannen von Unterlagen. Ja, das Projekt, das ist nach einem Jahr abgeschlossen, und dann? Und die, und das meine ich, und dort müsste vielleicht der Staat auch hinschauen und sagen „So. Und es gibt jetzt eine Quote.“ Weil, also auf freiwilliger Basis, schwierig.

A: Also eben in anderen Ländern eben, wie auch Deutschland oder Slowakei zum Beispiel, dort gibt es ja eine Quote.

B: Ja, das find ich auch gut.

A: Dort ist auch die Eingliederung, vor allem in Deutschland, ist auch die Eingliederung auch stark vom Arbeitgeber, dass der auch muss dem Mitarbeiter dann, also wie ein eigenes Casemanagement muss haben und auch nach dreissig Tagen schon eigentlich dann mit dem Arbeitgeber die Eingliederung angehen. In der Praxis funktioniert das auch nicht so ganz super und bei der Quote ist dann einfach das Problem, dass sich dann die Unternehmen wie können freikaufen. Dann heisst es, wenn ihr die Leute nicht beschäftigt, müsst ihr etwas zahlen. Also wieder so ein Bonus-Malus-System, ja. Aber ich denke auch irgendwo eine Quotenregelung wäre sicher sinnvoll ja, weil eben die Eingliederung funktioniert nicht ohne die Arbeitgeber, ja.

B: Ja und ich glaube eben dort muss man in die Verantwortung kommen und ich glaube es läuft nur über Erfahrungen, oder? Und solange das alles tabuisiert wird oder, also vor allem jetzt gerade mit den psychisch Kranken, ist es einfach brutal schwierig, weil dann die Leute irgendwie das Gefühl haben, ja Schizoaffektive-Störung oh mein Gott, oder? Gehört eigentlich in

eine Psychiatrie, aber sicher nicht in den Arbeitsprozess, oder? Klar ist es superschwierig, aber ich glaube, wenn die Leute realisieren „Hey, man kann positive Erfahrungen machen.“ Und ich sage jetzt mal auch viel über Aufklärung passiert, dann findet man wahrscheinlich tendenziell eher einen KMU, wo man direkt mit dem Chef am Tisch sitzt und der sagt, gut ich mache das, wie Grossunternehmen wo sich einfach dahinter an dem verstecken, oder? Aber ich bin davon überzeugt, es muss etwas passieren, weil ich meine was machen wir mit all diesen Leuten. Und dass eben sie Institutionen immer noch mehr verdienen und noch mehr verdienen und zum Teil ihren Job gar nicht gut machen. Das kann es nicht sein.

A: Ja. Ja, das sehe ich auch so, ja.

B: Ja. Vielleicht müsste man mit dem wirklich mal an die Öffentlichkeit.

A: Ja, die sozialen Institutionen in der Schweiz, das ist ja auch, also eine Milliardenindustrie, das ist so, ja. Also das sind wirklich ein paar Milliarden, wo da eigentlich umgesetzt werden. Und teilweise mit fraglichem Outcome.

B: Ja genau. Genau.

A: Doch, dann hätten wir den Hauptteil durch. Dann hätte ich noch zwei, drei Abschlussfragen und dann hätten wir das schon geschafft. Eben, was ist Ihre Ansicht zu dem Thema Auswirkungen von der beruflichen Eingliederung auf Unternehmen?

B: Also ich bin der Meinung, wir sind ein System und wir sind abhängig voneinander. Jedes einzelne ... Wie ein Mobile, oder? Und ich bin der Meinung, dass das wie ein fixer Bestandteil darf haben, und momentan ist es so, dass ich eigentlich mehr den Eindruck habe, dass sich einfach gewisse Organisationen von dem befreien. Und einfach das Problem, den Mitarbeitern, rausbugsieren auf irgendeine Art. Ist das etwa so gut genug beantwortet?

A: Ja, das ist gut, ja. Tipp topp. Was denken Sie insgesamt, eben der langfristige Erfolg von Schweizer Unternehmen wird der massgeblich abhängig sein eben von Nachhaltigkeitsstrategien, oder Strategien von der sozialen Unternehmensverantwortung?

B: Ja. Ja. Weil, ich meine ich doziere ja noch. Und ich sehe, wie die jungen Leute unterwegs sind. Also sie sind ja zum Teil 22 Jahre jünger als ich, oder? Darum kann ich schon sagen, jung. Und ich sehe, wie unsere Kinder unterwegs sind. Und unsere eine Tochter, die ist ja im Spitzensport und die muss jetzt ein Unternehmen finden, wo quasi auch mit so einer Andersartigkeit umgeht. Und die haben Verträge mit der Schweizer National, mit der Schweizer Nati, und es ist grausam erstaunlich, dass sechzehneinhalb-Jährige genau die Sachen durchforsten im Internet. Also im Sinn von, wie glaubwürdig ist das, wo die erzählen, aha, die sponsern uns, geben X hunderttausende von Franken aus, aber anstellen tun sie einen Spitzensportler nicht. Und dann hockt eine sechzehneinhalb-Jährige da und sagt „Ja, aber das kann ja gar nicht sein.“ Oder? Dann musst du quasi sagen, „Ja, kann wirklich nicht sein, aber es ist halt so.“ Also ich glaube, dass die Nachhaltigkeit und das Verhalten von uns, dass das massgeblich zum Erfolg beiträgt, weil wenn ich am Schluss ein sauberes und ein gutes Image habe,

dann hat das einen Impact auf meinen Erfolg. Und wenn man wiederum schaut, ich sage das immer, das kommt aus meiner Marketingausbildung, die Mitarbeiter sind relevant. Weil wenn ich einen Mitarbeiter habe, wo heimgeht und sagt „Hey megacooler Arbeitgeber.“ Aus dem und dem Grund, und der kann hinter dem Verhalten stehen, kann sich mit der Kultur identifizieren und so weiter. Wenn ich nur schon schaue, wie vielen Leuten er das erzählt und wie der sich verhält, hat das so einen grossen Impact, darum haben die Firmen so Angst vor Shitstorms und so weiter, weil das ist ein Schaden, wo unaufhaltbar ist, und drum glaube ich, dass die Strategie massgebend ist.

A: Ich habe das auch mal angeschaut gehabt, eben so im Sinn von Employer-Branding und eben auch berufliche Rehabilitation, und eigentlich sind das auch zwei Konzepte, wo eigentlich recht gut zusammenpassen, auch noch viele Schnittstellen haben, dass man eigentlich wirklich fast zwei Fliegen mit einer Klappe könnte fangen, ja genau.

B: Ja. Ich weiss nicht, wieviel Sie mit HR zu tun haben, und HR-Leute sind zum Teil noch recht hinter dem Mond.

A: Nein, ich habe nichts mit HR-Leuten zu tun. Ja, noch meine letzte Frage, eben gibt es noch Sachen, wo Ihnen da noch in den Sinn kommen würden, wo noch wichtig wären, wo ich jetzt nicht angesprochen hätte?

B: Ja, ich frage mich halt, wie man das differenziert, oder? Oder wie man das auffängt, oder wie man das herausfindet, die Differenz zwischen psychisch und physisch. Wissen Sie, wie ich meine?

A: Also im Sinn von der Akzeptanz vom Umfeld, oder?

B: Ja. Ja.

A: Gut, ich denke das sind natürlich ... Wie soll ich sagen. Also wenn jetzt jemand geistig behindert ist, oder eben auch psychisch krank, das sind natürlich Vorbehalte, wo natürlich auch kulturell vielleicht verankert sind, wo man auch zurückverfolgen kann bis ins alte Rom.

B: Genau.

A: Und ich denke, wenn es sichtbar ist, dann wird das gar nicht in Frage gestellt, und wenn es nicht sichtbar ist, dann braucht es vielleicht halt eben die Sensibilisierung, wie Sie auch sagen, dass das jemand kann nachvollziehen und dann nicht denkt, ja, der nützt jetzt das zu seinem Vorteil, oder ist einfach sein Grund, dass er jetzt heute nicht arbeiten kommt, oder wie auch immer, dass da halt wie ein Misstrauen da ist, eben wenn es nicht greifbar ist, ja. Aber ich denke das sind halt ja, das sind halt so Geschichten, wo in der Gesellschaft halt auch irgendwo ja, tief verwurzelt sind, wo es wahrscheinlich insgesamt eine Entwicklung braucht, wie das bei vielen anderen Themen, wie es das schon gegeben hat, ja.

B: Ja. Ja. Nein, ich glaube sonst habe ich alles gesagt, ich finde es hochgradig spannend.

A: Danke, ja. Also ist sehr spannend gewesen mit Ihnen, viel interessante Inputs, ja. Auf jeden Fall

B: Ja, ich hoffe es hat etwas genützt, ich habe mich dann gestern gefragt, ja halt, ich bin ja gar kein so grosses Unternehmen, was kann ich denn da dazu erzählen.

A: Das finde ich dann vielleicht auch spannender, weil man dann eher eben die Organisation als Ganzes auch im Blick hat oder irgendwo kann fassen.

B: Ja.

A: Ja, das ist doch super.

B: Gut, dann freue ich mich auf die Resultate.

A: Ja, schicke ich Ihnen gerne, ja.

B: Und ich komme dann vielleicht eben mal noch auf Sie zu, ich habe vielleicht ein Thema, wo ich dann will dem Contract Management vorschlagen.

A: Ja, das ist doch gut.

B: Es gäbe ein neues Angebot, vielleicht müssen Sie mir dann da ein bisschen helfen, wie ich das soll verhandeln.

A: Ja, ist gut, ich bin auch beim Contract Management dabei, aber wir haben es ja über den Kanton die SVA St Gallen.

B: Eben, genau.

A: Sie sind ja auch dort angeschlossen.

B: Und dort habe ich ein Audit. Und wir haben eine megacoole Idee, also ich habe die schon lange, und jetzt wird es aber langsam spruchreif, und das will ich eben ...

RPM Informatik GmbH

Transcription Expert Interview rpm informatik GmbH

Company: rpm informatik GmbH, Zug

Implementation: 24.06.2020 12:50 - 13:30, personally in the restaurant

Interviewer (A): Boris Miethlich

Expert (B): Martin Zimmermann

Transcription (English translation):

B: I cannot decide that yet, it depends on what I say.

A: Is good, exactly. So thank you very much for taking your time. Exactly. Are you interested in the results?

B: How?

A: Are you interested in the results?

B: I'm interested in the results, well, if I have the results, I don't have to read the short report again ... Or yes, I can do both ... Is then probably just the long version, the results, right?

A: Yes exactly, yes. So your company is an IT service provider in the industry.

B: ICT, exactly.

A: Yes. And what is your function in the company?

B: CEO, if you want to keep it short.

A: Yes. And when was the company founded?

B: 2009.

A: And how many employees do you currently have?

B: Eight. So not full-time positions, eight employees.

A: And do you already have experience with the professional integration of your own employees?

B: Yes. In other words, people where reintegration via IV or something like that, where in our country ... Yes, yes.

A: And with your own employees, where have they fallen ill?

B: Aha, with your own, where ... No.

A: So not yet.

B: I didn't know those where I had already had, I meant others. Fortunately not yet, I hope, yes, it remains so.

A: Could you perhaps briefly describe, do you have such a strategy for corporate social responsibility or sustainability, i.e. implicitly, or are you pursuing something there, or is it ...

B: We don't have anything explicitly in the company's mission statement or anything like that, just short things inside, but we certainly have, let's say for our company size, relatively strong social employee responsibility, where we perceive, precisely by working with ESPAS. The new employee also came to us after a boreout, not a burnout, another variant, because he had to work for the state, no, through an external company at the state, in the federal government, and the external company had (and so on) and therefore he was not allowed to leave. Yes, so it is a part of his story. I think we are very

unconditional and try to give everyone a chance, I would say now, yes. Partly of course also opportunity, for example the one who came from Boreout has (unv.) only 60 percent and that is an advantage for us, that we don't have to pay hundred percent to well educated people, so it is certainly not only altruistic, but I think these people should be given chances.

A: Great. So do you do the communicating, the corporate social responsibility, where you take over, or the engagement?

B: Not yet as much in terms of corporate communications as I could try to eradicate, but if there is an opportunity, I give verbal information, yes, I don't keep it under wraps, but we don't exploit it. Or not yet in the way that we could perhaps.

A: Yes. To what extent do you see the professional integration or employment of people with disabilities as part of corporate social responsibility, perhaps not only in relation to your company, but simply in relation to the economy in general?

B: In the end, the economy is also interested in small social contributions, and if you simply don't try to integrate people and then leave them to themselves or in the state, in state institutions, they end up costing the economy more than if they tried to make them part of society, so it's actually selfish, it's just more difficult for companies, because if they get involved themselves, that's concrete, They pass this on to the general public and just have to take their share, but I think it is a very important part, and it should be a basic part of every company, especially the bigger ones, where it could perhaps coordinate a bit more, it should actually be an elementary part, that they at least always try to integrate someone in this way, and sometimes it goes wrong, but you also have a lot of valuable people, where, as my experience has shown, loyalty is usually also high, that is my experience. So people also appreciate it if you give them a chance. I think that is also an added value for a company.

A: Yes, definitely. In Zurich there is a bank, 1500 employees, who also do a lot of advertising on social media and so much advertising, they are there (hyper?) to integrate the disabled, but they have exactly one workplace.

B: I see. Yes. Yes, no. So, how do they cannibalize it, right?

A: Is not the same afterwards (unv.).

B: Yes, yes.

A: Yes, how many job placements have you done in the company so far?

B: So how many?

A: Or how many people did you accompany? Yes.

B: Yes, just now, (unv.) there must have been one, so I don't have to mention the names, one employee, where he still works for us, a second one through ESPAS, where it didn't work out, and now, I would count that again, so it would be three.

A: Yes, that is good. Exactly, do you also use vocational integration to recruit staff?

B: Yes. Yes, so it doesn't have to be, it has worked so far, yes, but with integration there is usually a bit of a problem, if they don't have a solution afterwards, it doesn't help so much sometimes, so if it's really only in this

measure, I have the feeling that a minimum of a few years now sometimes, like after the apprenticeship, it's good if you can stay in the first labour market afterwards, but I also see it as a chance for us to gain employees, yes.

A: So you wouldn't actually take anyone for professional integration where you would say yes, but there is no future with us?

B: I'm not saying that I would not take anybody in principle, of course you would have to look at the size of our investment, temporal investment, you would have to look at it, right?

A: Yeah, sure.

B: That we do not overstrain ourselves. Because we do not yet have the, how should I say, the structure and so on, where you can simply hire someone to do the work, yes.

A: If you are thinking about a successful professional integration now, where you have been in the company, where do you see the biggest challenges there, where have been the greatest challenges, so I will now say in relation to the leadership skills of superiors or information also of the other employees, in other words, the time required ... Yes, how would you assess that?

B: Challenges ... One of them was certainly the time expenditure, or where we were limited at the beginning. And dealing with the clinical picture, with the handicap, right? Well, that was a bit of a challenge, so of course you know what you can expect, or what you should not expect from an employee. Or where do you have to take the clinical picture into account, right? And then sometimes you have to coordinate a bit with the departments, which for us as a small company is of course purely the administrative part, the coordination was also a bit of a time factor, but otherwise ... Yes.

A: But there has never been a problem with your work colleagues or anything like that? That they say "Now he is missing again, and I must never miss him.

B: That's ... Let's say that communication is natural, if ... Well, until now it has always been the case that people communicate very well with each other, so it's not me as an employer who has the people ... So of course, I have informed the customer a bit, for example, he has a bit of a handicap, but the clinical picture is that people usually communicate very openly with each other. And then there was an understanding and the employees understood that ... I think it's certainly critical when you have the feeling that he earns so much and he can always have this and that, and that seems so unfair, and I haven't had the feeling that this has happened until now, yes.

A: Has any new product or service been created in connection with the integration into the labour market, or have any processes been optimised, so there has been ... Have any innovations been created in this context?

B: It is difficult to say. So the only thing is probably that we can close a new occupational group, i.e. the ICT specialist, where the apprentice is now, where we can rather say now, through growth, that we can have a bit easier work, so we can allocate a bit easier work and give the seniors a bit more time for the work, so to speak, otherwise it's not really big that you (unv.) establish something.

A: Yes. How do you estimate the relationship between effort and return on investment in vocational integration?

B: Now just the question, is there a succession solution, so if you keep it, I think the yield is definitely higher. If it's not a six-month mandate, some kind of internship or whatever, then of course it's a factor of how much time you have to invest. And at best, I'd say it's a good balance, so maybe it's a good balance, right? But usually, if it's like that at ESPAS or something like that, you can say that the time you've invested has already been made up for by your work performance ... Well, I think a bit more than the scales, it's also an advantage, I might have to revise a bit, but I never wrote down the hours I invested until the one employee you know, for example, Six months of talking to ESPAS, of sitting together, I have done all the full cost accounting, but I also feel that, right now, in terms of commitment and social expenditure, it is not, so to speak, thanks to the fact that I don't have to report to anyone, nor has it been the elementary thing for me that the full cost accounting has to pay off.

A: How do you see it, i.e. how do you see the importance of the social security benefits, would a professional integration also be possible without the benefits?

B: Well, now, for example, like induction grants or the IV, most also IV integration, difficult, so for us as a small business we would not have taken the risk. Because we just don't ... Well, maybe not necessarily because of the small business, but because we had to proceed strategically in different ways, because we were in the process of building up and simply didn't have the means, we wouldn't have taken the risk if we didn't have the things, I have to say, that would have been the decisive factor for our company, our success or our existence. It may well be that we did, with the second one, we employed him on a permanent basis after his integration, and then he got worse and worse afterwards, and in the end we just went for it and we didn't get a doctor's certificate, so we put a few thousand francs on top of that, he also didn't want to pay his daily sickness benefit insurance without a doctor's certificate, he was a great guy, and I don't want to complain about him as a person, but so psychologically through various cases, and you have to say that things like that can push you to your limits, even in a small company. There ... Yes. That's why, without things like that, it's hard to judge if you want to take risks. Of course, even with a healthy person, something can always happen, that is, I don't mean to say that it can't happen.

A: Exactly, I think that is what the social security system is for, yes.

B: Yes, yes.

A: And even despite the achievements, many are not prepared to get involved.

B: Yes.

A: Right. What reactions or effects did you get on the engagement?

B: Inside and outside?

A: Yes.

B: I usually think externally ... No, I say now once inside the company, difficult, usually little reaction. So I have the feeling that people all think it's good, they think people are good. I have never received any critical remarks, but I can't check it out like that ... Well, we have open communication and you can always criticise something, it's done, but it has never been asked explicitly "What do you think about us doing the engagement? There have been critical voices in mind, we have to make sure that we don't have too many at once, so you know where a second one came from and certainly so, we have to make sure that we keep the balance. That is natural, it came internally. Externally between recognition and well-intentioned criticism in the sense of "Don't overdo it. So externally like "Ah great." And "You're doing this as a small business." And others say "Hey you, this is what big companies should be doing, you have to make it work." But not actually saying no to doing it, but actually saying "Don't overdo it." So, worried about the business. Yes.

A: Yes, that is good. Exactly, now the two most complex questions are actually coming up, and then we would soon be through again. There's such a beautiful model, the Company's Ripple Effect, and it's actually about, or is actually like the question, from your point of view, which stakeholders are affected by the integration into the workplace, we have different stakeholders where mentioned, and so different perspectives, i.e. economic, ethical, human resources development, a social and an environmental perspective. Do you just see any stakeholder where you say, but she would, she touches on it?

B: A few, of course, i.e. employees who must, may and work together with the people. The economic aspects, in the sense of the economic aspects, where of course we have to look at, there we have our different spheres, I don't know (unv.) Society, Stakeholders there on the right ...

A: Yes, these are simply the different perspectives, economic, social, environmental ...

B: Ethical.

A: Ethical or personnel development, exactly.

B: Yes, in terms of human resources development there are good things about being able to attract new people. In the social sphere, not everyone is equally socially acceptable, so I would say that it affects employees in many different ways. Company management, now that we suppliers, shareholders, shareholders are doing it in the sense of "Don't overdo it". But we are very owner-managed by a majority, I think that ethics also has social aspects, of course, where I have to deal with ... customers or ... Well, customers can of course be affected if the person would be a bit problematic in dealing with customers, but we haven't had that up to now ... Well, I think that a (unv.) or something like that has less to do with the illness, that was simply his way of dealing with it, which is how he developed. In the social field, we have customers or something, where you can use a little advertising, I think that's something. It doesn't have so many effects on emissions or (Vice?) Control. I don't think that the social aspect, i.e. the overall economic aspect, is of course the same, the entire labour market, whether you are looking for people

because of social costs or something like that, I don't see that at the moment. Education ... Yes, are the things I'm noticing at the moment. Fair trade or something less, Bribery, that tells me ...

A: Bribery.

B: Aha, yes, less. You see, I don't even know the word. I only know all other languages. There are more Russians and so on with me.

A: Yes, exactly.

B: Yes, Antisocial Products.

A: Yes, child labour.

B: Yes, trainers simply. Training.

A: Yes, exactly.

B: No, that is just in the direction of less. No, this is about where we are so ...

A: No, that's fine. Then we have the beautiful St. Gallen management model, you may have seen it before. And exactly, it's actually a nice model, because it allows you to analyse the company a bit from different levels. And then we would simply go through the various points briefly. And there is actually a bit of a question: do you see any effects or implications for the company through the professional integration, perhaps first through processes, i.e. as far as management, business or support processes are concerned, do you see any effects or implications, simply from an organisational point of view?

B: From an organisational point of view, there is of course a certain amount of extra work where we ... Yes, where we certainly need a little more clarification, structures and so on. But not now on an elementary scale, but certainly a little bit of processes where you have to adapt, yes. Or simply in HR, so you know, the clarification of where you have to meet or something like that, are a bit more extensive than, let's say, with an employee, where the normal HR way would go.

A: Yes. Has it then also been a topic that processes have to be defined in more detail or in a more structured way, or ...

B: Let's say processes. Yes, of course we have simply adapted our implied processes ad hoc, now it is our turn to write process manuals and so on, because there is simply a lot of ... Okay, thank you, merci. Or do you have anything else ...

A: No, that's fine, thanks.

B: Yes, that's why there is of course a lot that is not yet as standardised as it would make sense according to the St. Gallen model, i.e. also (unv.) and of course everything else, we are still a little bit on the way, we have to, yes.

A: Then we go to the moments of order, that is strategy, structures and culture. Do you see implications or effects of professional integration? Well, there are opinions in the literature that say, yes, a company needs a certain developed corporate culture, that professional integration is possible at all. On the other hand, it is also said that yes, integration into the labour market does promote the corporate culture.

B: Well, I have the feeling that it is an enrichment, that people can be an enrichment to the culture, they can have another facet, I have the feeling that it is very possible. We probably also have opportunities, even if we drive a

relatively open culture. I think it might have a little less influence on the strategy. The structure has something to do with the processes, that you have to maintain the control structures that are perhaps a bit of a must, especially at the beginning. Yes.

A: Yes, that is good. Then we go on to the development modes, that is about optimisation, renewal, the future orientation of the company, that could be a topic like, for example, we do not digitise certain work processes, then we have work for someone with a limitation, do you see points or something like that in your company now, where you see, yes, no, now in the professional integration we are doing that include in the development, or less?

B: Did we now, let's say, not have such a focus. I think that this can of course ... I think that digitisation can of course almost counteract reintegration processes, because low-threshold jobs are sometimes lost more through digitisation, but in our case we had not planned anything like this, yes, or that it could somehow create jobs like this. Yes. But ...

A: But from further development or planning or future strategy, that there is some interaction where inclusion is concerned, or less?

B: Well, in the Strategy and Renewal we simply said that we wanted to continue to follow this, but that we were of course trying to apply the inclusion measures in a measured way. In other words, to continue this strategically, just like the pen where we have had to say, yes, we will see to it that we can take it up again every year, or if one of them has finished, in the following year, depending on the two years, that this should be implemented strategically, but we still have a great deal, in other words, too little in the way of strategy and structure.

A: Yes, yes. Then the next step would be the stakeholders, do you see any implications or effects, let me say media, public, state, suppliers, competitors, investors, customers, employees?

B: Depending on the area, when our employees have contact with customers, it may be that you have to assess how this affects the way they deal with customers, where you don't have to say anything, where you should let things run as smoothly as possible without having to look at certain things with the customers. Exactly, we have actually already talked to the employees about it, in the sense of communication, that the employees know the circumstances and so on. The public, media, NGOs, just, it can be used a little bit as marketing, in the sense of a little ROI from the investments, that you try a little bit, do good and talk about it, can surely be an aspect where you can say, if I already do something, then I can use it a little bit. Competition, I think, is not necessarily an implication of how you deal with the competition, especially I don't know how they integrate or what the difference is. I would like the state to provide a little incentive, not financially, but otherwise, I would like the state to appreciate it a little more, or yes, the state to somehow act like ... As I said before, the AHV, bonus-malus, if people are socially committed, so that this is somehow rewarded, is actually achieved with the integration into the IV system. We don't have a lot of investors, so there is still a part of it that the

majority of our company is owner-managed, so we don't have much of an implication there. Yes.

A: Then maybe a short (unv.) call for projects or something, is this a topic or less?

B: Yes, we have not yet participated in the state programme. We simply have tenders from the private sector. Could be, if that were a requirement, of course, a topic that could influence how the basis of measurement is used when awarding projects, so to what extent the company is socially committed, is of course probably difficult to define measurement parameters, isn't it? So what is social commitment. It could be hiring old people, it could be long-term jobs for mothers, it could be reintegration or yes. Are there any approaches to tendering that ...

A: The state should actually ... But, yes.

B: Well, as I have already seen, what is social responsibility, but that it can be measured, that is quite difficult, isn't it? So ...

A: That is more we do it, yes. Yes or no. It is almost more in that direction.

B: Digital response.

A: Right.

B: Exactly, the bank can do that with these 1500, if they have a star, then (unv.).

A: Right. Yes, then we move on to the topics of interaction, that is also in the organisational context, resources, norms and values, concerns and interests. Do you see effects or implications there that you would say, yes, the concern or interest in professional integration has grown in recent years, it is a more central issue, it is also increasingly an issue somewhere in society?

B: I think there is more talk about it, but whether it has become more present in the companies, I would rather now ... So if someone were to say, has it increased or decreased, make up your mind, fifty, fifty, I would almost rather say, it has decreased, I somehow have the feeling that society has become a bit cooler, the companies, but that is now my subjective perception. Standards and values are actually a matter of fact, there's a lot of discussion about them in the outside world, and I'd say that society has won out over them, one thing is where people want it, and that's what happens for me, so to speak, so the economy, whether it has accepted it, is another thing, but society is discussing it. The resources, in what respect resources?

A: Well, this is now generally related to the resources of the company, this can be ... Depending on the company it is something different.

B: Uh-huh, okay.

A: Yes, in this context it might not be so appropriate now, yes.

B: Okay. Yes well, then I won't answer that question.

A: Yes. And then we come to the last one, a relatively high altitude, simply the environment or ecosystem now from the company, what do you see as the implications and effects of professional integration? Once again the points society, nature a little less, technology, economy.

B: Maybe I have a little bit of norms, concerns, would have been more social, economic. So I think it is an issue for society where there is a lot of talk about

it and where there are demands. Society is probably also more open, less so, so perhaps the perception of the people who are affected themselves is perhaps a bit different. So you know, someone in a wheelchair is more likely to be ... Well, my colleague works in court, is a quadriplegic and has now been given a management position, had to resign from the Cantonal Council because she had conflicts of interest, and that as a quadriplegic, so there is less stigmatisation, I have the feeling that there are many handicaps, but I can imagine that it depends a lot on the clinical picture, of course. There, mental illnesses are probably still more stigmatised than physical ones, according to my perception. And the economy, that's a bit more on the mind, many people try to make it a bit of a banner, but whether the commitment is really greater, so you had the feeling that in the classic industrial companies many people still have some kind of ... Well, sometimes there were easier jobs, you could take someone with a handicap for a reasonable price, But sometimes it was also a bit of a good tone, a bit of the old classic, I'd say Landis+Gyr or V-Zug, that people were hired that way, so it's a bit of a self-conception, I feel, used to be bigger, but also my subjective ... So maybe an economic analysis shows something different.

A: If you look at the former state-owned companies, or even Migros, there are almost no more protected jobs in that sense. You used to see a lot of that, for example in a Migros, where someone with a disability pushed the cars around or worked with them, but today you no longer have that.

B: I mean, after my apprenticeship I worked at Setz Gütertransport, that's now PostLogistics, it was a medium-sized company, like Galliker or something, a little smaller, I think, and they had one in a wheelchair in one place, where they did TV tours, and they built a thing to take the tube TVs out, with a vacuum, and he was also a wheelchair racer, so he's a Swiss national ... Well, he was fit, but he was handicapped, and they paid, I don't know whether the IV paid for certain things, that was perhaps already the case in the 1990s, but he was really a matter of course in there, and was part of the department where I worked. I think that something like that is of course very nice, if they are actually considered to be yes, as fully-fledged as possible ... I mean in this weave and all that, of course, people sometimes can't help themselves, need strong support, weave is Zug's workshop for disabled people, there are also people you can't integrate into the primary labour market, but otherwise the best thing for everyone would be if they felt as normal as possible, even if they had a handicap. It's like when I see people sometimes, when someone comes in a wheelchair, then just start to be active, I've simply heard from others, in the sense of "Don't treat me specially if possible, if I need your help, I'm happy to have it, but ...". And I think that's certainly something nice for people who have a permanent handicap, let's put it this way: trying to get them into a normal process if possible.

A: Yes, and work is, I think, already a large part of normality, yes.

B: It's about self-worth, I think, don't you?

A: Social integration in particular, or in other words, work colleagues, is a large part of it.

B: Yes, and also, if you realize maybe, I can't perform as well as someone else, but you don't feel like any pimple of society, do you? So really in that sense, I might not be able to do the same, but I can do my part, right?

A: Exactly yes. Yes, well, then we'll actually come to the end, exactly. What is your ... Or do you have any ideas or thoughts, just now, on the subject of the effects of professional integration on a company?

B: The views can of course be taken relatively far apart. Yes, I think it opens your eyes a little bit, so it can help a company in the sense that they, in the sense of keeping their feet on the ground, that they also handle the task and not always with the perfect working machine, so to speak, so you know, from (unv.) resources, but sees things a little bit and also the added value where they can gain, so be it the human, the social, so also for the whole economy itself, but, of course, the effect is that this also means an honest commitment, so you have to want it, you have to do it with conviction, because it is not always easy. And sometimes there are setbacks, I think the second one, where we have had, where we have, so to speak ... I cannot say a wild word about where we have missed the mark, where we have had bad luck, you cannot say that you are not giving up, can you? Or that you say, okay, if you've had three bad times, then maybe you have to think about it, maybe you're not suitable as a company, yes, it's a bit ... I say it makes business life a bit more colourful.

A: Yes, exactly, yes. No, that's good. What do you think, the long-term success of Swiss companies, will it depend largely on social responsibility or sustainability strategies?

B: In the context of the corporate responsibility initiative ...

A: Well, the issues have, I would say, become more important in the last two or three years, I would say, or more attention is paid to them.

B: I just think it is ... Of course, it depends very much on the extent to which society, how shall I put it, gets involved in this and what the values of this society are. If someone says "Yes, I support the company, I'm going to buy the products from the company now, because they do something good". Right? You can't save the world on your own, so perhaps the Corporate Responsibility Initiative has come up with a small suggestion that I could sympathize with, but in the globalized world I see Switzerland as a single player ... that many companies are too flexible, that you can put something in their eyes, that they will look for other ways if they really want to, and leave Switzerland. And then the problem simply isn't solved, so you simply have the bad (unv.) is obviously gone, I'm not interested in wanting tax revenues if possible, I'd rather have them with us and do something with the tax revenues where they benefit in part, but it is, I'm just saying now, sustainable and in the long term, things can probably only be ... Well, maybe smaller companies, where we have in the Swiss markets, can look for a Swiss solution, and then you can certainly do that ... Surely you can do that too, It is sustainable if people are integrated and not simply excluded, it always makes more sense in the long term, and therefore also makes more sense for the economy, as I have already said, but it is a bit of a question of what kind of framework

conditions the state creates for companies, that companies are skewers of equal length for the companies, so ... If a company simply makes a decision, it will not be successful. So you know, they, so to speak, if the framework conditions do not reward that somehow, it is probably difficult to make the (unv.) so that people ... I am not saying that none will, there may be companies where ... Maybe a foundation Brändi or something, where I still know, where of course with a certain social responsibility the really good product can be made, where only with these people. You can see it now with the open labour market, with the EU, or, finally, companies are usually more successful in purely monetary terms, if they can simply offer low costs as simply as possible and the product can be offered, then simply the company is more successful, purely in monetary terms, whether it is really the advantage in the long term, If someone works ethically, society has to reward him or herself and the state, because otherwise it will ... Purely for work, it's like the discussion with Second Source, now we are no longer so dependent on Asia, as we noticed with Corona, when a company says "Now I produce in Switzerland." So if you have end customers where this is necessary for (unv.) reasons, this may work, but in the medium term another one will simply have to sell the product again and compete with others, then he simply has to sell the (unv.) product again.), otherwise the product is no longer competitive with this one and that, yes, we don't get it from Asia, that is very, very difficult and almost really needs a bit, I'm not a fan of too much government intervention, but I think that regulations have to be created so that it is not in the same place again, you just go to the cheapest, full stop, right? Well, that's where the economy is quite merciless, even if it's not regulated, so ... Unfortunately, the naive, where many things are done for ethical reasons, are outnumbered. Yes.

A: Right, yes. That's good. So it was exciting, yes, thank you.

B: Yes, I hope it has put some meat on the bones to some extent.

A: Yes, that is good. Exactly, is there anything else that we haven't mentioned now, that comes to your mind, that would be interesting?

B: Good question. Needs-based integration, well, we always look at where we can use the person, in which area does it make sense, I think this is a topic where it is not necessarily in the ... Nothing comes to mind, no.

A: Yes, that is good, yes.

Transkription Experten-Interview rpm Informatik GmbH

Unternehmen: rpm Informatik GmbH, Zug

Durchführung: 24.06.2020 12:50 – 13:30, persönlich im Restaurant

Interviewer (A): Boris Miethlich

Experte (B): Martin Zimmermann

Transkription (Deutsch):

B: Das kann ich noch nicht entscheiden, kommt darauf an, was ich sage.

A: Ist gut, genau. Also danke vielmal, dass du dir Zeit nimmst. Genau. An den Resultaten bist du interessiert?

B: Wie?

A: An den Resultaten bist du interessiert?

B: An den Resultaten bin ich interessiert, gut, wenn ich die Resultate habe, muss ich eigentlich den Kurzbericht nicht noch einmal ... Oder ja, kannst auch grad beides ... Ist dann wahrscheinlich einfach die lange Version, die Resultate, oder?

A: Ja genau, ja. Eben dein Unternehmen ist in der Branche also IT-Dienstleister.

B: ICT, genau.

A: Ja. Und was ist deine Funktion im Unternehmen?

B: CEO, wenn man es will kurz halten.

A: Ja. Und wann ist das Unternehmen gegründet worden?

B: 2009.

A: Und wie viele Mitarbeiter hast du aktuell?

B: Acht. Also nicht Vollzeitstellen, acht Mitarbeiter.

A: Und hast du schon Erfahrung eben auch mit der beruflichen Eingliederung von eigenen Mitarbeitenden?

B: Ja. Also sozusagen Leute, wo Wiedereingliederung über IV oder so, wo bei uns ... Ja, ja.

A: Und mit eigenen Mitarbeitern, wo krank geworden sind?

B: Aha, mit eigenen, wo ... Nein.

A: Also noch nicht.

B: Ich habe nicht gewusst, solche, wo ich schon gehabt habe, ich habe andere gemeint. Zum Glück noch nicht, ich hoffe, ja, es bleibt dabei.

A: Kannst du vielleicht kurz beschreiben, hast du eben so eine Strategie für die soziale Unternehmensverantwortung oder Nachhaltigkeit, also implizit, oder verfolgst du da etwas, oder ist das ...

B: Also explizit haben wir nichts im Firmenleitbild oder so drinnen, also einfach kurze Sachen drinnen, aber wir haben sicher, sagen wir mal für unsere Firmengrösse, relativ eine starke soziale Mitarbeiterverantwortung, wo wir wahrnehmen, eben, indem wir mit ESPAS zusammenarbeiten. Der neue Mitarbeiter ist auch zu uns gekommen nach einem Boreout, also nicht Burnout, eine andere Variante, weil er eben beim Staat hat müssen arbeiten, nein, über eine externe Firma beim Staat, im Bund, und die externe Firma hat (unv.) und darum hat er dort nicht raus dürfen. Ja, also ist ein Teil von seiner Geschichte. Ich denke wir sind sehr vorbehaltlos und versuchen, jedem eine

Chance zu geben, würde ich jetzt sagen, ja. Teilweise natürlich auch Opportunität, also zum Beispiel der, wo jetzt vom Boreout gekommen ist, hat (unv.) nur mit 60 Prozent an und das ist für uns ein Vorteil, dass wir nicht grad Gut-Ausgebildeten hundert Prozent müssen zahlen, also es hat sicher auch nicht nur uneigennützig, aber ich glaube, diesen Leuten sollten man Chancen geben.

A: Toll. Also tust du das auch kommunizieren, die soziale Unternehmensverantwortung, wo du da übernimmst, oder das Engagement?

B: Noch nicht so unternehmenskommunikationstechnisch noch nicht so stark, wie ich es könnte versuchen auszumerzen, aber wenn es mal eine Gelegenheit gibt, gebe ich mündlich Auskunft, ja, also ich halte das nicht unter Verschluss, aber wir schlachten es nicht aus. Oder noch nicht so, wie wir es könnten vielleicht.

A: Ja. Inwiefern siehst du eben die berufliche Eingliederung oder Beschäftigung von Menschen mit Behinderung als Teil von der sozialen Unternehmensverantwortung, also jetzt vielleicht nicht nur bezogen auf dein Unternehmen, einfach ganz allgemein für die Wirtschaft?

B: Schlussendlich die Wirtschaft ist ja auch interessiert an kleinen Sozialabgaben, und wenn man die Leute einfach nicht versucht zu integrieren, und sie dann sich selber überlässt oder im Staat drinnen, in staatlichen Institutionen, verursachen sie schlussendlich der Wirtschaft mehr Kosten als wenn sie es würden versuchen, sie einen Teil von der Gesellschaft werden zu lassen, also ist es eigentlich auch eigennützig, es ist halt schwieriger für Unternehmen, weil wenn sie sich selber engagieren, ist das konkret, dieses schieben sie der Allgemeinheit ab und müssen nur ihren Anteil übernehmen, aber ich finde es ein sehr wichtiger Teil, und es sollte in jedem Unternehmen, vor allem die grösseren, wo es vielleicht ein bisschen mehr könnten koordinieren, sollte das eigentlich ein elementarer Bestandteil sein, dass sie Minimum immer wieder jemanden so versuchen zu integrieren, und mal geht es schief, aber viel hat man aber auch wertvolle Leute, wo auch, wie meine Erfahrung gewesen ist, Loyalität in der Regel auch hoch ist, das ist meine Erfahrung. Also die Leute schätzen es auch, wenn man ihnen eine Chance gibt. Ich finde das ist auch ein Mehrwert für eine Firma.

A: Ja, auf jeden Fall. Eben in Zürich gibt es eine Bank, 1500 Mitarbeiter, machen auch auf Social Media und so viel Werbung, eben sie seien da (hyper?) am Beeinträchtigte eingliedern, haben aber genau einen Arbeitsplatz.

B: Aha. Ja. Ja, nein. Eben, wie schlachten sie es aus, oder?

A: Ist nachher nicht mehr so (unv.).

B: Ja, ja.

A: Ja, wie viele berufliche Eingliederungen hast du bis jetzt im Unternehmen durchgeführt?

B: Also wie viele?

A: Oder wie viele Personen hast du da begleitet? Ja.

B: Ja, eben, (unv.) ist sicher einer gewesen, also ich muss ja die Namen nicht erwähnen, ein Mitarbeiter, wo noch bei uns arbeitet, ein zweiter über die

ESPAS, wo es leider nicht geklappt hat, und jetzt, das würde ich jetzt auch wieder zählen, also wären es schon drei.

A: Ja, das ist gut. Eben, nutzt du die berufliche Eingliederung auch zur Personalgewinnung?

B: Ja. Ja, also muss nicht sein, es hat bis jetzt geklappt, ja, aber bei der Eingliederung ist ja meistens ein bisschen das Problem, wenn sie danach keine Anschlusslösung haben, bringt es manchmal dann auch nicht so viel, also wenn es jetzt wirklich nur in dieser Massnahme drinnen ist, habe ich das Gefühl, Minimum ein paar Jahre jetzt manchmal, wie nach der Lehre ist es gut, wenn du nachher kannst bleiben im ersten Arbeitsmarkt, aber ich sehe es für uns auch als Chance von Gewinnung von Mitarbeitern, ja.

A: Also würdest du für die berufliche Eingliederung eigentlich niemanden nehmen, wo du würdest sagen, ja, aber es hat keine Zukunft bei uns?

B: Ich sage jetzt nicht, dass ich prinzipiell niemanden würde nehmen, man müsste natürlich rein von der Grösse von unserem Investment, zeitlichen Investment, müsste man das auch anschauen, oder?

A: Ja, klar.

B: Dass wir uns nicht überbeanspruchen. Weil wir noch nicht so die, ja, wie soll ich sagen, die Struktur und so haben, wo man einfach kann einen anstellen, wo dort auch die Arbeiten übernimmt, ja.

A: Wenn du jetzt an eine erfolgreiche berufliche Eingliederung denkst, wo ihr im Unternehmen gehabt habt, wo siehst du da, wo sind die grössten Herausforderungen gewesen, also ich sage jetzt mal in Bezug auf Führungskompetenzen von Vorgesetzten oder Information auch von den anderen Mitarbeitern, eben, der zeitliche Aufwand ... Ja, wie würdest du das einschätzen?

B: Herausforderungen ... Das eine ist sicher mal der zeitliche Aufwand gewesen, oder, wo uns am Anfang eingeschränkt hat. Und sich mit dem Krankheitsbild, mit dem Handicap, auseinandersetzen, oder? Also das ist schon ein bisschen gewesen, dass man natürlich weiss, was kann man erwarten, oder was kann man besser nicht erwarten von einem Mitarbeiter. Oder wo muss man Rücksicht nehmen halt auf das Krankheitsbild, oder? Und dann teilweise noch mit den Stellen ein bisschen koordinieren, also was für uns als Kleinbetrieb natürlich ist rein der administrative Teil, die Koordination ist auch wieder ein bisschen ein Zeitfaktor gewesen, aber sonst ... Ja.

A: Aber so mit den Arbeitskollegen oder so ist nie ein Problem gewesen? Dass sie sagen „Jetzt fehlt der heute schon wieder, und ich darf nie fehlen.“

B: Das ist ... Sagen wir mal so, Kommunikation ist natürlich, wenn ... Also bis jetzt ist es immer so gewesen, dass die Leute sehr gut untereinander, also nicht ich als Arbeitgeber habe die Leute ... Also klar, ich habe ein bisschen informiert den Kunden etwa, er hat ein bisschen ein Handicap, aber das Krankheitsbild haben die Leute untereinander meistens sehr offen kommuniziert. Und dann ist ein Verständnis da gewesen und das haben die Mitarbeiter ... Ich denke es ist sicher dann kritisch, wenn man das Gefühl hat, der verdient so viel und er kann das und das immer haben, und das so

ungerecht erscheint, und das habe ich aber bis jetzt nicht das Gefühl gehabt, dass das vorgekommen ist, ja.

A: Ist im Zusammenhang jetzt auch mit der beruflichen Eingliederung irgendein neues Produkt entstanden oder eine Dienstleistung, oder hat man irgendwelche Prozesse können optimieren, also hat es da ... Sind da irgendwie in dem Zusammenhang irgendwelche Innovationen entstanden?

B: Ist schwierig zu sagen. Also das Einzige ist wahrscheinlich, dass wir eine neue Berufsgruppe, also den ICT-Fachmann, wo jetzt der Lehrling ist, haben können schliessen, wo wir eher können jetzt sagen durchs Wachstum, dass wir haben können ein bisschen einfachere Arbeiten also zuteilen und frei den Seniors sozusagen ein bisschen mehr Zeit geben für die Arbeiten, sonst eigentlich nicht gross, dass man (unv.) etwas etablieren.

A: Ja. Wie schätzt du das Verhältnis von Aufwand und Ertrag ein bei der beruflichen Eingliederung?

B: Jetzt eben die Frage, gibt es eine Nachfolgelösung, also wenn man ihn behaltet, denke ich, ist der Ertrag durchaus höher. Wenn es jetzt nicht ein halbjähriges Mandat ist, irgendwie Praktikum oder wie auch immer, dann ist es natürlich ein Faktor, wie viel Zeit dass man muss investieren. Und da haltet es vielleicht höchstens die Waage, würde ich mal sagen, also haltet es vielleicht die Waage, oder? Aber in der Regel, wenn es so bei der ESPAS oder so ist, kann man sagen, die Zeit, wo man investiert hat, hat man durch die Arbeitsleistung schon können ... Also ich denke ein bisschen mehr als die Waage, ist es auch ein Vorteil, muss ich vielleicht ein bisschen revidieren, aber ich habe nie die Stunden aufgeschrieben, wo ich investiert habe, bis der eine Mitarbeiter, wo du kennst, zum Beispiel, sechs Monate durch gerade mit dem Gespräch von der ESPAS, mit dem Zusammensitzen, von dem her habe ich jede Vollkostenrechnung gemacht, ist mir aber auch, jetzt gerade im Sinn vom Engagement und sozialen Aufwand, nicht sozusagen dank dem, dass ich nicht jemandem muss rapportieren, ist mir das auch nicht das Elementare gewesen, dass die Vollkostenrechnung auf den Franken muss aufgehen.

A: Wie siehst du das, also wie siehst du den Stellenwert eben von den Leistungen von den Sozialversicherungen, wäre eine berufliche Eingliederung auch möglich ohne die Leistungen?

B: Eben, jetzt zum Beispiel wie Einarbeitungszuschüsse oder die IV, meisten auch IV-Eingliederung, schwierig, also für uns als Kleinbetrieb wären wir das Risiko nicht eingegangen. Weil wir einfach nicht ... Also vielleicht nicht unbedingt wegen dem Kleinbetrieb, aber wir, wo sehr haben müssen verschieden strategisch vorgehen, im Aufbau gewesen sind und einfach keine Mittel gehabt haben, wären wir das Risiko nicht eingegangen, wenn wir die Sachen nicht gehabt hätten, das muss ich sagen, das wäre uns einfach das Entscheidende glaube ich gewesen für unsere Firma, Erfolg oder die Existenz. Es ist vielleicht schon, also beim Zweiten, den haben wir fest angestellt nach der Eingliederung, und dann ist es ihm aber nachher immer schlechter gegangen, und am Schluss haben wir so draufgelegt und wir haben kein Arzteugnis bekommen, also wir haben ein paar tausend Franken draufgelegt, der hat auch die Krankentaggeldversicherung natürlich ohne

Arztzeugnis nicht wollen zahlen, ist ein super Typ gewesen, und ich will gar nicht über ihn schimpfen menschlich, aber so psychisch durch verschiedene Fälle, und da muss man schon sagen, also so Sachen können einem schon in einem kleineren Betrieb halt schon ein bisschen an die Grenzen bringen, ja. Dort ... Ja. Darum, ohne so Sachen muss man schon schwer abschätzen, will man die Risiken eingehen. Wo man natürlich auch bei einem gesunden Menschen, kann ja immer etwas passieren, das ist, ich will ja nicht sagen, dass das nicht kann vorkommen.

A: Eben, ich denke für das gibt es ja die Sozialversicherungen auch, ja.

B: Jaja.

A: Und auch trotz den Leistungen sind viele ja nicht bereit, sich darauf einzulassen.

B: Ja.

A: Genau. Welche Reaktionen oder Auswirkungen hast du bekommen auf das Engagement?

B: Innerhalb und extern?

A: Ja.

B: Ich denke extern in der Regel ... Nein, ich sage jetzt einmal innerhalb vom Unternehmen, schwierig, in der Regel wenig Reaktion. Also ich habe das Gefühl, die Leute finden es alle gut, sie finden die Leute gut. Kritische Bemerkungen habe ich nie bekommen, kann es aber nicht so abprüfen im Sinn ... Also wir haben eine offene Kommunikation und man kann immer mal etwas kritisieren, wird auch gemacht, aber es ist nie explizit gefragt worden „Was haltest du davon, dass wir das Engagement machen?“ Es hat mal kritische Stimmen gegeben im Sinn, wir müssen schauen, dass wir nicht zu viele auf einmal, also weisst du, wo dann ein Zweiter gekommen ist und sicher so, wir müssen schauen, dass wir so die Balance behalten. Das ist natürlich, das ist mal intern gekommen. Extern zwischen Anerkennung und gut gemeinter Kritik im Sinn von „Übernehmt euch nicht.“ Also extern so „Ah super.“ Und „Ihr macht das als Kleinbetrieb.“ Und eben andere sagen „Hey du, das müsstest eigentlich Grossbetriebe machen, ihr müsst schauen, dass der Karren läuft.“ Aber eigentlich nicht ablehnend, dass man es macht, sondern eigentlich im Sinn von „Übertreibt es nicht.“ Also in Sorge um die Unternehmung. Ja.

A: Ja, das ist doch gut. Genau, jetzt kommen da eigentlich schon die zwei komplexesten Fragen, und dann wären wir schon bald auch wieder durch. Es gibt da so ein schönes Modell, das Company's Ripple Effect, und da geht es eigentlich darum, oder ist eigentlich wie die Frage, eben, aus deiner Sicht, welche Stakeholder werden da berührt bei der beruflichen Eingliederung, wir haben da verschiedene Stakeholder, wo da erwähnt sind, und so verschiedene Perspektiven, also eben, ökonomische, ethische, Personalentwicklung, eine soziale und eine Umweltperspektive. Siehst du grad irgendeinen Stakeholder, wo du sagst, doch, die würde das, die tangiert das?

B: Ein paar eigentlich natürlich, also Mitarbeiter tangiert es, die mit den Leuten müssen, dürfen, zusammenarbeiten. Die ökonomischen, also im

Sinne die wirtschaftlichen Aspekte, wo wir natürlich müssen anschauen, also da haben wir natürlich unsere verschiedenen Sphären, das kenne ich jetzt nicht (unv.) Society, Stakeholder da rechts ...

A: Ja, das sind einfach die verschiedenen Perspektiven, ökonomisch, soziale Perspektive, Umwelt ...

B: Ethisch.

A: Ethisch oder Personalentwicklung, genau.

B: Ja eben, im Sinne von Personalentwicklung hat es natürlich gute Sachen, dass man kann neue Leute gewinnen. Im Sozialen ist je nachdem, ist nicht jeder gleich sozial verträglich, also eben, dort die Mitarbeiter betrifft es in verschiedensten Facetten, würde ich mal sagen. Firmenleitung, jetzt wenn wir da Suppliers, Shareholders, Shareholders tun eben in dem Sinn eben, „Übernehmt euch nicht.“ Aber wir sind ja sehr inhabergeführt mehrheitlich, ich denke, jetzt von der Ethik natürlich hat es auch gesellschaftliche Aspekte, wo ich da ... Customers oder ... Also Customers kann natürlich betreffen, wenn die Person im Kundenumgang ein bisschen problematisch wäre, haben wir bis jetzt aber nicht ... Also ich denke jetzt, ein (unv.) oder so, hat jetzt weniger mit der Krankheit zu tun, das ist einfach ihm seine Art gewesen, wo er auch sich entwickelt hat. Im Sozialen, eben, haben wir natürlich Kunden oder so, wo man es kann ein bisschen werbeseitig brauchen, ich denke das ist natürlich etwas. Auf die Emissionen oder (Vice?) Control, da hat es nicht so viele Auswirkungen. Ich denke jetzt gesellschaftlich, also gesamtökonomisch, ist natürlich eben, auf den gesamten Arbeitsmarkt, sei es, dass man Leute ja sucht, wegen Sozialkosten oder so, das sehe ich da jetzt nicht grad, das gehört eigentlich auch in eine gesamte Stakeholder-Betrachtung, ist sicher auch etwas, wo es betrifft, ja. Education ... Ja, sind etwa die Sachen, wo mir jetzt da grad auffallen. Fairtrade oder so weniger, Bribery, das sagt mir ...

A: Bestechung.

B: Aha, ja eben, weniger. Siehst du, ich kenne das Wort nicht einmal. Ich kann nur alle anderen Sprachen. Da sind eben mehr Russen und so bei mir.

A: Ja genau.

B: Ja, Antisocial Products.

A: Ja eben, Kinderarbeit.

B: Ja, Auszubildende einfach. Ausbildung.

A: Ja genau.

B: Nein, das ist eben in die Richtung weniger. Nein, das ist etwa das, wo wir so ...

A: Nein, ist doch gut. Dann haben wir das schöne St. Galler Management-Modell, hast du vielleicht auch schon mal gesehen. Und genau, das ist eigentlich ein schönes Modell eben, um das Unternehmen ein bisschen können analysieren von verschiedenen Ebenen her. Und da würden wir einfach die verschiedenen Punkte kurz durchgehen. Und da wäre eigentlich so ein bisschen die Frage, eben, siehst du da Auswirkungen oder Implikationen aufs Unternehmen durch die berufliche Eingliederung, also vielleicht zuerst durch Prozesse, also was so Management-, Geschäfts- oder

Unterstützungsprozesse betrifft, siehst du dort Auswirkungen oder Implikationen, einfach aus organisatorischer Sicht?

B: Aus organisatorischer Sicht ist es natürlich ein gewisser Mehraufwand, wo wir ... Ja, wo es sicher ein bisschen mehr Abklärungen, Strukturen und so braucht. Aber nicht jetzt elementar gross, aber sicher ein bisschen Prozesse, wo man muss anpassen, ja. Oder einfach im HR, also weisst du, also die Abklärung, wo man muss treffen oder so, sind ein bisschen ausgeweiteter als, sagen wir mal, bei einem Mitarbeiter, wo der normale HR-Weg würde gehen.

A: Ja. Ist es dann auch ein Thema gewesen, dass man Prozesse hat müssen detaillierter oder strukturierter hat müssen definieren, oder ...

B: Sagen wir mal Prozesse. Ja unsere implizierten Prozesse haben wir natürlich einfach ad hoc angepasst, wir sind jetzt dran, eben auch Prozesshandbücher und so zu schreiben, weil einfach sehr viel ... Ist gut, danke, merci. Oder hast du noch etwas ...

A: Nein, ist gut, danke.

B: Ja, darum, es ist natürlich sehr viel bei uns noch nicht so standardisiert wie es nach dem St. Galler Modell, also auch (unv.) und allem natürlich, sinnvoll wäre, da sind wir ein bisschen erst dran, müssen wir auch, ja.

A: Dann gehen wir zu den Ordnungsmomenten, das wären Strategie, Strukturen und Kultur. Siehst du da Implikationen oder Auswirkungen durch die berufliche Eingliederung? Also es gibt da in der Literatur gibt es so Meinungen, wo es heisst, ja eben, ein Unternehmen braucht eine gewisse entwickelte Unternehmenskultur, dass überhaupt berufliche Eingliederung möglich ist. Auf der anderen Seite heisst es auch, ja, die berufliche Eingliederung tut die Unternehmenskultur aber auch fördern.

B: Also ich habe das Gefühl, es ist eine Bereicherung, die Leute können auf die Kultur eine Bereicherung sein, sie können eine andere Facette haben, da habe ich das Gefühl, das findet da gut möglich statt. Wir haben wahrscheinlich auch, wenn wir eine relativ offene Kultur fahren, hat es sicher Möglichkeiten. Auf die Strategie denke ich hat es vielleicht ein bisschen weniger einen Einfluss. Die Struktur, eben, hat ein bisschen mit den Prozessen vielleicht zu tun, dass man die vielleicht ein bisschen Kontrollstrukturen wie muss aufrechterhalten, vor allem am Anfang, ja. Ja.

A: Ja, das ist doch gut. Dann gehen wir da zu den Entwicklungsmodi, das geht um Optimierung, Erneuerung, also die künftige Ausrichtung vom Unternehmen, das könnte zum Beispiel ein Thema sein wie, wir tun gewisse Arbeitsabläufe nicht digitalisieren, dann haben wir noch Arbeit für vielleicht jemanden mit einer Einschränkung, siehst du da jetzt bei dir im Unternehmen so Punkte oder so, wo du siehst, ja, nein, jetzt in die berufliche Eingliederung tun wir das einbeziehen bei der Entwicklung, oder weniger?

B: Haben wir jetzt, sagen wir mal, nicht so im Fokus gehabt. Ich denke das kann natürlich ... Also Digitalisierung kann natürlich Wiedereingliederungsprozessen, denke ich, fast gegenwirken, weil niederschwellige Jobs teilweise mehr verloren gehen durch Digitalisierung,

aber bei uns haben wir jetzt nichts so vorgesehen gehabt, ja, oder dass man das irgendwie so könnte so Jobs schaffen. Ja. Aber ...

A: Aber von der Weiterentwicklung oder Planung oder künftige Strategie, dass es dort gewisse Wechselwirkungen gibt, wo die Eingliederung betrifft, oder das weniger?

B: Also in der Strategie und Erneuerung haben wir einfach sicher gesagt, dass wir dem weiter wollen folgen, aber eben, dass wir die Eingliederungsmassnahmen natürlich versuchen dosiert einzusetzen. Also das strategisch auch weiterführen, also auch wie der Stift, wo wir gehabt haben, dass wir sagen, ja, wir schauen, dass wir das dann können jedes Jahr, oder wenn einer abgeschlossen hat, im Folgejahr wieder nehmen, also je nachdem all zwei Jahre einen, dass das schon strategisch sollte so umgesetzt werden, aber es ist bei uns noch sehr viel, eben, zu wenig strategisch und strukturell vorgegeben.

A: Ja, ja. Dann wäre das Nächste eben die Anspruchsgruppen, eben, siehst du da Implikationen oder Auswirkungen, ich sage jetzt einmal, Medien, Öffentlichkeit, Staat, Lieferanten Konkurrenzen, Kapitalgeber, Kunden, Mitarbeiter?

B: Eben Implikationen bei Kunden kann es sein, dass je nach Bereich, wenn unsere Mitarbeiter Kundenkontakt haben, dass man vielleicht muss das abschätzen, inwiefern hat das einen Impact auf die Umgänge mit den Kunden, wo muss man gar nichts sagen, wo sollte man es eigentlich möglichst so laufen lassen, ohne dass man bei den Kunden muss auf gewisse Sachen schauen. Eben, Mitarbeiter haben wir eigentlich schon darüber geredet, im Sinn von der Kommunikation, dass die Mitarbeiter die Umstände und so kennen. Die Öffentlichkeit, Medien, NGOs, eben, es kann ein bisschen als Marketing gebraucht werden, im Sinn ein bisschen ROI von den Investitionen, dass man es ein bisschen versucht, tu Gutes und sprich darüber, kann sicher ein Aspekt sein, wo man kann sagen, wenn ich schon etwas mache, dann kann ich es auch ein bisschen nutzen. Konkurrenz, denke ich, ist jetzt nicht unbedingt eine Implikation, wie man mit der Konkurrenz umgeht, vor allem ich weiss ja auch nicht, wie die eingliedern, oder was man da für einen Unterschied hat. Gegenüber dem Staat wünsche ich mir da so ein bisschen Anreiz, also jetzt nicht finanziell, sondern sonst ein bisschen würde ich mir das ein bisschen wünschen, dass das staatlich ein bisschen mehr wertgeschätzt wird, oder ja, dass der Staat irgendwie wie ... Auch wie ich jetzt gesagt habe mit der AHV, Bonus-Malus, wenn die Leute sich sozial engagieren, dass dafür auch irgendwie das honoriert wird, wird noch eigentlich mit der IV-Eingliederung, haben wir natürlich eben am Anfang mit diesen Kostenanteile, wo sie übernehmen, mit diesen Praktika natürlich, ja. Kapitalgeber haben wir von dem her nicht gross, also eben, ein Teil ist noch, dass eigentlich mehrheitlich sind wir inhabergeführt, darum haben wir da keine grosse Implikation. Ja.

A: Dann vielleicht noch kurz (unv.) Projektausschreibung oder so, ist das ein Thema oder weniger?

B: Ja, also staatliche haben wir noch nicht mitgemacht. Wir haben Ausschreibungen einfach sonst privatwirtschaftliche. Könnte natürlich sein, wenn das eine Vorgabe wäre natürlich, ein Thema, dass das wie die Vermessungsgrundlage bei Vergabe von Projekten könnte beeinflussen, also inwiefern sich die Firma sozial engagiert, ist natürlich wahrscheinlich schwierig, Messgrößen zu definieren, oder? Also was ist soziales Engagement. Das kann eben Anstellen von alten Leuten sein, das kann Langzeitstellen für Mütter sein, irgendwie Wiedereingliederung oder ja. Gibt es da Ansätze irgendwie bei Ausschreibungen, dass ...

A: Der Staat müsste eigentlich ... Aber, ja.

B: Also eben, so ich habe schon gesehen, was ist die soziale Verantwortung, aber eben, dass das messbar bewertbar ist, das ist ja recht schwierig, oder? Also ...

A: Das ist mehr machen wir es, ja. Ja oder nein. Es ist fast mehr in die Richtung.

B: Digitale Antwort.

A: Genau.

B: Eben, das kann die Bank mit diesen 1500, wenn sie einen Stern haben, dann (unv.) erfüllt.

A: Genau. Ja, dann gehen wir weiter zu den Interaktionsthemen, das ist auch im organisatorischen Kontext, Ressourcen, Normen und Werte, Anliegen und Interessen. Siehst du da Auswirkungen oder Implikationen, dass du würdest sagen, ja, das Anliegen oder das Interesse an der beruflichen Eingliederung ist in den letzten Jahren grösser geworden, es ist ein zentraleres Thema, es ist auch gesellschaftlich irgendwo zunehmend ein Thema?

B: Ich glaube, es wird mehr darüber geredet, aber ob es in den Unternehmen präsenter geworden ist, würde ich eher jetzt ... Also wenn einer sagen würde, hat es zu- oder abgenommen, entscheide dich, fünfzig, fünfzig, würde ich fast eher sagen, es hat abgenommen, ich habe irgendwie das Gefühl eher, die Gesellschaft ist ein bisschen kühler geworden, die Unternehmen, aber das ist jetzt meine subjektive Wahrnehmung. Normen und Werte ist ja eigentlich, in der Gesellschaft draussen wird sehr viel darüber diskutiert, und dort hat es eher gewonnen, würde ich sagen, eben, das eine ist das, wo die Leute wünschen und das ist was passiert für mich sozusagen, also die Wirtschaft, ob sie es aufgenommen hat, ist das andere, aber die Gesellschaft diskutiert es. Die Ressourcen, in welcher Hinsicht Ressourcen?

A: Gut, das ist jetzt allgemein auf Ressourcen vom Unternehmen bezogen, das kann ... Je nach Unternehmen ist das etwas anderes.

B: Aha ja, okay.

A: Ja, in dem Kontext passt es jetzt vielleicht eher weniger, ja.

B: Okay. Ja gut, dann gebe ich da keine Antwort.

A: Ja. Und dann kommen wir noch zum Letzten, eine relativ hohe Flughöhe, einfach auch das Umfeld oder das Ökosystem jetzt vom Unternehmen, was siehst du da für Implikationen und Auswirkungen durch die berufliche Eingliederung? Eben nochmal die Punkte Gesellschaft, Natur ein bisschen weniger, Technologie, Wirtschaft.

B: Vielleicht habe ich jetzt das ein bisschen mit Normen, Anliegen, wäre eher Gesellschaft, Wirtschaft gewesen. Also ich denke für die Gesellschaft ist es ein Thema, wo sehr stark darüber geredet wird und wo gefordert wird. Die Gesellschaft ist wahrscheinlich auch offener, also weniger so, also da ist vielleicht die Wahrnehmung von den Leuten, wo selber betroffen sind, vielleicht ein bisschen anders. Also weisst du, jemand im Rollstuhl ist jetzt eher einmal ... Gut, die Kollegin von mir arbeitet im Gericht, ist Tetraplegikerin und hat jetzt eine leitende Stelle bekommen, hat wieder müssen aus dem Kantonsrat austreten, weil sie jetzt Interessenskonflikte gehabt hat, und das als Tetraplegikerin, also es wird nicht mehr so stigmatisiert, habe ich das Gefühl, viele Handicaps, aber es kommt wahrscheinlich auch sehr auf das Krankheitsbild natürlich drauf an, kann ich mir vorstellen. Dort werden die psychischen Krankheiten wahrscheinlich immer noch mehr stigmatisiert als die physischen nach meiner Wahrnehmung. Und die Wirtschaft, das ist eher ein bisschen im Sinn, viele versuchen es auch ein bisschen auf die Fahne zu schreiben, aber ob wirklich das Engagement grösser ist, also man hat das Gefühl gehabt, so in den klassischen Industriebetrieben haben noch viele Leute irgendwie ... Gut, teilweise hat es einfachere Arbeiten gegeben, du hast können günstig jemanden mit einem Handicap vielleicht nehmen, aber es hat manchmal auch ein bisschen zum guten Ton gehört, ein bisschen bei diesen alten klassischen, ich sage mal Landis+Gyr oder V-Zug, dass man Leute so eingestellt hat, also es ist ein bisschen ein gewisses Selbstverständnis, habe ich das Gefühl, ist früher eher grösser gewesen, aber auch meine subjektive ... Also vielleicht zeigt eine wirtschaftliche Analyse etwas anderes.

A: Wenn man jetzt bei den ehemaligen Staatsbetrieben schaut, oder halt auch Migros, also so geschützte Arbeitsplätze in dem Sinn gibt es fast nicht mehr. Früher hast du das noch viel gesehen, so in einer Migros, dass jemand mit Behinderung da die Wagen rumschiebt oder mitarbeitet und so, heute hast du das nicht mehr.

B: Ich meine, ich habe ja nach der Lehre beim Setz Gütertransport gearbeitet, das ist jetzt PostLogistics, das ist so ein mittelgrosses Unternehmen gewesen, à la Galliker oder so, ein bisschen kleiner, glaube ich, und die haben am einen Ort haben sie einen im Rollstuhl gehabt, wo Fernsehretouren gemacht hat und haben extra so ein Dings gebaut, um die Röhrenfernseher rauszunehmen, mit Vakuum, und der ist auch ein Rollstuhlfahrer gewesen, also er ist Schweizer National ... Also er ist fit gewesen, aber er ist handicapiert gewesen, und sie haben, ich weiss natürlich nicht, ob da die IV natürlich für gewisse Sachen gezahlt hat, das ist vielleicht schon in den 90er Jahren so gewesen, aber der ist wirklich wie selbstverständlich dort drinnen gewesen, und auch hat zu der Abteilung gehört, wo ich gearbeitet habe. Ich finde so etwas ist natürlich schon schön, wenn die eigentlich als ja, als möglichst vollwertig ... Ich meine in diesen Zuwebe und so, klar, Leute können manchmal nicht mehr anders, brauchen starke Betreuung, Zuwebe ist Zuger Werkstätte für Behinderte, es gibt auch Leute, die kannst du nicht am ersten Arbeitsmarkt integrieren, aber sonst ist natürlich das Schönste wäre für jeden, wenn er sich möglichst normal vorkommt, auch wenn er ein Handicap hat.

Das ist wie, wenn ich manchmal Leute sehe, wenn jemand im Rollstuhl kommt, dann grad anfangen, Aktionismus zu betreiben, habe ich einfach von anderen mal gehört, im Sinne von „Tu mich möglichst nicht speziell behandeln, wenn ich deine Hilfe brauche, bin ich froh, wenn ich sie habe, aber ...“ Und ich denke, das ist sicher etwas Schönes für die Leute, wenn sie ein bleibendes Handicap haben, sagen wir es jetzt einmal so, dass man sie möglichst versucht in einen normalen Prozess reinzunehmen.

A: Ja, und Arbeit ist, denke ich, schon ein grosser Teil von der Normalität, ja.

B: Es geht um Selbstwert, denke ich auch, oder?

A: Gerade die soziale Integration, eben, Arbeitskollegen ist das auch ein grosser Teil.

B: Ja, und auch, wenn sie merken vielleicht, ich kann nicht die gleiche Leistung bringen wie jemand anderer, aber sie fühlen sich nicht als irgendwie Pickel der Gesellschaft, oder? Also wirklich so im Sinn, ich kann vielleicht nicht das Gleiche bringen, aber ich kann meinen Teil beitragen, oder?

A: Genau ja. Ja gut, dann kommen wir eigentlich schon zum Schluss, genau. Was ist deine ... Oder hast du vielleicht noch Ideen oder Gedanken, eben, zum Thema Auswirkungen der beruflichen Eingliederung auf ein Unternehmen?

B: Die Ansichten kann man natürlich relativ weit auseinandernehmen. Ja, ich denke, es öffnet einem ein bisschen die Augen, also es kann ein Unternehmen in dem Sinn weiterbringen, dass sie, eben, im Sinn Bodenhaftung, dass sie auch die Aufgabe und nicht immer mit der perfekten Arbeitsmaschine sozusagen umgehen, also weisst du, von (unv.) Ressourcen, sondern die Sachen ein bisschen sieht und aber auch der Mehrwert, wo sie können gewinnen dazu, also sei es der menschliche, der gesellschaftliche, also auch für die gesamte Volkswirtschaft selber, aber, eben, die Auswirkung ist natürlich so, dass das auch ein ehrliches Engagement bedeutet, also man muss es wollen, also man muss es mit Überzeugung machen, weil es ist nicht immer einfach. Und es gibt manchmal auch Rückschläge, ich denke beim Zweiten, wo wir gehabt haben, wo wir sozusagen ... Ich kann jetzt kein wüstes Wort sagen, wo wir danebengegriffen haben, wo wir Pech gehabt haben, kann man ja nicht sagen, dass man dann nicht grad aufgibt, oder? Oder dass man dann mal sagt, okay, wenn man dann dreimal Pech gehabt hat, muss man vielleicht schon überlegen, vielleicht ist man auch nicht geeignet einfach als Betrieb, ja, das sind so ein bisschen ... Ich sage es macht das ganze Geschäftsleben auch ein bisschen farbiger.

A: Ja, genau, ja. Nein, das ist doch gut. Was denkst du, der langfristige Erfolg von Schweizer Unternehmen, wird der massgeblich von der sozialen Verantwortung oder Nachhaltigkeitsstrategien abhängig sein?

B: Im Kontext von der Konzernverantwortungsinitiative ...

A: Also die Themen sind ja schon, ich sage mal, in den letzten zwei, drei Jahren doch eher wichtiger geworden, würde ich sagen, oder es wird mehr beachtet.

B: Ich denke eben, es ist ... Es hängt natürlich sehr stark davon ab, inwiefern sich die Gesellschaft, wie soll ich sagen, auf das auch einlässt und wie die Werte von dieser Gesellschaft sind. Wenn einer sagt „Ja, ich unterstütze das Unternehmen, ich kaufe jetzt die Produkte von dem Unternehmen, weil die machen etwas Gutes.“ Oder? Handkehrum kann es natürlich ... Also man kann nicht alleine die Welt retten, also ist jetzt vielleicht von der Konzernverantwortungsinitiative, wo, ein kleiner Schwenker, wo ich durchaus Sympathien kann haben, aber in der globalisierten Welt sehe ich als Alleingang von der Schweiz ... Also dass viele Unternehmen zu flexibel sind, dass man denen etwas kann aufs Auge drücken, dass sie halt, wenn sie das unbedingt wollen, dann halt andere Wege suchen und die Schweiz verlassen. Und dann ist das Problem einfach nicht gelöst, also man hat einfach die bösen (unv.) ist weg offenbar, mir geht es nicht darum, dass ich möglichst Steuererträge will haben, ich will sie lieber bei uns haben und etwas mit den Steuererträgen machen, wo denen wieder zugutekommt teilweise, aber es ist, ich sage jetzt eben, nachhaltig und langfristig kann man Sachen wahrscheinlich nur ... Eben, vielleicht kleinere Unternehmen, wo wir in den Schweizer Märkten haben, kann man eine Schweizer Lösung suchen, und dann kann man das sicher auch ... Kann das sicher auch, eben, schlussendlich nachhaltig, wenn man die Leute integriert und nicht einfach ausgrenzt, ist es nachhaltig immer sinnvoller, also nachhaltiger auch für die Volkswirtschaft, wie ich schon gesagt habe, aber es ist ein bisschen die Frage, was der Staat für Rahmenbedingungen schafft, dass Firmen, eben dass es gleich lange Spiesse für die Firmen sind, also ... Wenn eine Firma sich einfach entscheidet, wird sie durch das nicht erfolgreich. Also weisst du, sie sozusagen, wenn die Rahmenbedingungen nicht das honorieren irgendwie, ist es wahrscheinlich schwierig, die (unv.) so können machen, dass die Leute ... Ich sage nicht, dass keine wird, es gibt vielleicht Firmen, wo damit ... Vielleicht eine Stiftung Brändi oder so, wo ich noch kenne, wo natürlich können mit einer gewissen sozialen Verantwortung das wirklich gut auch Produkt machen, wo nur mit diesen Leuten gemacht werden. Man sieht es jetzt mit dem offenen Arbeitsmarkt, mit der EU, oder, schlussendlich Firmen sind meistens rein monetär erfolgreicher, wenn sie einfach möglichst einfach tiefe Kosten und das Produkt können anbieten, dann ist einfach die Firma erfolgreicher, rein monetär, ob es langfristig wirklich der Vorteil ist, wenn einer ethisch arbeitet, dass muss sich in der Gesellschaft halt honorieren und der Staat, weil sonst wird es ... Rein die Arbeit, es ist ja wie die Diskussion jetzt mit dem Second Source, jetzt sind wir nicht mehr so abhängig von Asien, wie wir gemerkt haben mit Corona, wenn jetzt eine Firma sagt „Jetzt produziere ich in der Schweiz.“ Dann wird einfach irgendwann einer ... Also wenn sie gerade Endkunden haben, wo das aus (unv.) Gründen, kann das vielleicht funktionieren, aber mittelfristig wird dann einfach ein anderer wieder das Produkt muss verkaufen wieder in Konkurrenz zu anderen steht, dann muss er einfach mal doch wieder das (unv.) berücksichtigen, sonst ist das Produkt nicht mehr konkurrenzfähig zu diesem und das, ja, wir holen es nicht von Asien, das ist sehr, sehr schwierig und

braucht fast wirklich auch ein bisschen, ich bin ja nicht so der Freund von allzu viel staatlichen Eingriffen, aber ich glaube, da müssen schon Reglementarien geschaffen werden, dass es nicht wieder am gleichen Ort ist, man geht einfach zum Günstigsten, Punkt, oder? Also da ist die Wirtschaft halt schon, wenn sie nicht reglementiert ist, ziemlich gnadenlos, also ... Die Naiven, wo aus ethischen Gründen viele Sachen machen, sind halt leider in der Unterzahl. Ja.

A: Genau, ja. Das ist doch gut. Also ist spannend gewesen, ja, danke.

B: Ja, ich hoffe, es hat einigermaßen ein bisschen Fleisch auf die Knochen gebracht.

A: Ja, das ist doch gut. Eben, gibt es noch sonst irgendetwas, wo wir jetzt nicht angesprochen haben, wo dir gerade noch in den Sinn kommt, wo noch interessant wäre?

B: Gute Frage. Bedürfnisgerechte Integration, gut, es wird ja eigentlich immer geschaut, wo kann man die Person einsetzen, in welchem Bereich macht es Sinn, ich denke, das ist ein Thema, wo jetzt nicht unbedingt in die ... Fällt mir gerade nichts ein, nein.

A: Ja, das ist doch gut, ja.

Seminarhotel Lihn

Transcription Expert Interview Seminar Hotel Lihn

Company: Seminar Hotel Lihn, Filzbach
Implementation: 03.08.2020 15:00 - 16:30, personally in the company
Interviewer (A): Boris Miethlich
Expert (B): Urs Brotschi

Transcription (English translation):

A: I actually noticed at work that there must be a reason why certain employers are actually very committed to professional integration, or that they like to take candidates from the IV. And then I thought, somewhere below the line, there must be a positive economic benefit. And based on that, I looked around to see if there was any literature on the subject. Then I realised, no, there is actually nothing, so ... It has been very well researched and analysed from an economic point of view, but when it comes to business management, or even business administration, there is almost nothing. Anecdotes, yes, that it has a positive influence, but actually nothing where one would have looked at it systematically. And because of that I had the idea to take a closer look, to have a look, yes, there are certain proportions. So the idea is not to be able to say about my work, yes, that and these are the effects or the effects, but to be able to show them clearly, yes, that and these are perhaps the potentials that can arise from a company's commitment to vocational integration. And as a side-effect, it should also provide a basis somewhere for perhaps developing more targeted measures or support for small and medium-sized enterprises as well, yes. What I can already see now is that one point that has already been mentioned several times is that some companies also want longer-term support, i.e. for employees who may not have a pension but are perhaps a little more ill than others, where there are not yet any satisfactory solutions in that sense, for example, over the annual working hours, but that is not really a clean solution in that sense either, and for those who are affected, they are not satisfactory either.

B: Yes, I can imagine that this is almost the main challenge, just now because (unv.) or simply because of the performance potential of this person over a longer period of time, it is certainly difficult to classify relatively precisely. This is also different for people who are not ill, isn't it? One person is strong in there and weak in there and so on, so it is generally a problem in the economy to remunerate services properly.

A: That is so, yes. I am very pleased that you have agreed to participate. I think the Seminarhotel Lihn is also a special constellation with the Menzihuus as an institution, but still separate.

B: Right.

A: Right. And that is really very exciting, yes. Yes, then I would like to go through the questionnaire with you. First a few introductory questions, then the main part of the questionnaire on the economic effects of vocational

integration, and finally a few more questions on your personal assessment of the topic.

B: Yes. Yes.

A: Right. Just the industry where you are active, that is?

B: Hotel industry.

A: Hotel industry, exactly. And your function in the company is, you are the managing director?

B: I am the manager of the hotel industry, yes, we have two hotels within the cooperative and I am responsible for both hotel businesses, but I am also the local manager. So here I have a double function, but it's the Cooperative Sozial Diakonische Werke, which also owns three companies: the Hotel Seebüel in Davos, the Menzihuus, a social therapy institution, and the seminar hotel. And I am responsible for the hotel business.

A: And when was the company founded?

B: 1929, so that means that the cooperative as it exists now was only founded sometime in the 1960s, right? But the work and the idea is over 90 years old.

A: And how many employees do you currently have in your company?

B: Heads, not one hundred percent jobs, people?

A: Yes.

B: 26, now only in Lihn, not in the whole cooperative.

A: Right, yes. And yes, you already have experience with professional integration.

B: Yes.

A: Even with your own employees?

B: What do you mean, with your own employees?

A: Well, people who are employed directly by you, so not in a protected workplace right now ...

B: Yeah, sure. Yes, we have already done that, of course, yes. integration measures via the IV labour insurance scheme, where we then And the learners, they are all under contract with us, the employment contract is

A: And since when is the Seminarhotel Lihn now involved in social integration?

B: 1929.

A: Since the beginning? Yes.

B: From the very beginning we employed dry alcoholics, we also gave them a daily structure and so on, so it was organised very differently than today, of course, but the idea was lived from the beginning, yes.

A: Yes. Good, then we'll come to the main part of the interview. Could you please give me a brief description of how you see the sustainability strategy or the strategy of corporate social responsibility, namely, how should I put it, as a managing director?

B: Yes. So sustainability has about five pillars for me now, right? On the one hand, there are the ecological aspects, where we look with hot water preparation, with solar energy for example, with our own organic vegetable garden, where we can reduce transport routes, and also reduce the

environmental impact. Detergents, where biodegradable, are used and so on, that is just the ecological regional part a kind. Then also economically, we have been around since 1929, that is not so self-evident and we hope that in 90 years we will still be around, that is economic sustainability, we are a cooperative, a non-profit organisation, where every franc earned can be invested in the product and goes to the guest, that is nobody, where dividends are paid out or something, on the contrary, the member of the cooperative has to pay an annual contribution, that he may support us. So that is a bit of economic sustainability. And then there is certainly the social aspect, where we naturally look at the skilled workers, that we have a low rate of function, that they are continuously trained, of course, especially in the areas of customer care. And then there is the social commitment, where the central task of our company is actually the social engagement. That's what the cooperative is for, isn't it? The hotel is simply a means to an end, isn't it? And the end is social integration. And the social commitment, and for that you need a hotel, and you need guests, where you can consume, organic vegetables for example, or eat bread from the bakery for breakfast and so on, guests, where bed linen gets dirty, where you can do social work with it. That's what it takes, but the central task is not the hotel business, but social commitment. So these are the different aspects of sustainability. We are also certified, ibex fairstay certified, that is a sustainability label in the tourism sector, which is exactly where the five pillars are illuminated, right? And that's why we are rated very highly compared to our competitors, because we are very committed in all five areas, including the social sector. Yes, exactly.

A: Okay. Exciting, yes. And how do you communicate this, precisely your social commitment?

B: Yes. This is an issue we are always discussing. How far should one exploit this in terms of marketing. And we are positioning ourselves on the market as a three-star seminar hotel, as a sustainable three-star seminar hotel, not as an institution for the disabled where there is still some hotel operation, but we are positioning ourselves as a seminar hotel, very strongly oriented towards sustainability, of course, that is our marketing concept, accordingly we also have guests who are looking for that, right now we have an organic vegetable garden where we attach importance to that which is important. But it's only apparent at second glance that we now work directly with the Menzihuus and also employ disabled people in the hotel, don't you think? Because we fear that it might also put off one or the other, right? Where then someone thinks, someone drools or something, that could trigger off some fantasies or something, that's why we have so far decided not to really put that up as a main argument, but we have other main arguments. A good price-performance ratio, sustainability, organic vegetable gardens, these are our main arguments in the first place. And only in the second place do we communicate to our guests that they will support a good story when they come here. Personally I am convinced that some people would come to support a good story, but if the price-performance ratio is not right, then he won't come anymore, will he? So it should be more of an argument to come

back than to come at all, right? So when he has been there and everything is right, and afterwards he sees, oh yes, and they have social commitment as well, then I leave again. That is our strategy at the moment, because we are convinced that it is right. Someone else would perhaps do it differently.

A: And just when customers arrive, how do they find out?

B: I personally greet each group where the first one is here. This takes two or three minutes, where I quickly go into the room, give a warm welcome and briefly explain what we do here. With the organic vegetable garden, with organic spelt flour, where we process in the bakery, maintenance, the chicken coop, where we produce organic eggs, where we offer them to our guests afterwards, and the laundry, and above all the training places. From 50 people approximately, where we are currently accompanying, 20 are apprentices, where we have the assignment to pass the final apprenticeship examination and afterwards integration in the first labour market. And that is what I tell each group, if at all possible, at the beginning, that they understand where they are. Have we already discussed whether we should write to people differently, for example, or something else, and we have deliberately decided against it. Because we said that for a guest it doesn't matter which one is the supervised person and which one is the supervisor, the service has to be right, the quality of the service has to be right, and we don't want to exhibit the people or something like that, when they look in the room now, then you don't see which one is the supervisor and which one is the supervisor, do you? Especially with mentally handicapped people, you can't see it and you don't notice it, and that's just the way things are on the day, depending on the dependency, you can't tell for days on end which one is actually the person being cared for and which one is the carer, so I think that the guest, when he or she is here, knows afterwards that there are people with handicaps here, where they work, but that's all he or she needs to know, I think. Does that answer the question?

A: Tip top, yes. (unv.) already answered, exactly, question ten would be, how many professional integration programmes have you already carried out, your own employees, external ones, that's where you have intensive experience.

B: Yes, exactly. Since 2011 we have been doing training and integration here in Lihn. A little before that, I think in 2009, we started with retail trade training at the (unv.), but are directly connected to the Menzihuus. So it's been in Lihn since 2011, and then we have about five graduates per year, right? So you could say that there are between 40 and 50 people where we have been allowed to train and integrate so far, on the way to training. And then, of course, we have integration measures, such as stress training against burnout and things like that, which are limited to three to six months. I guess they are added by about the same amount.

A: Do you also use vocational integration as a tool for recruitment?

B: Yes, we have already done that, as I said. We once had a chef talking about integration measures. There have been several, yes. About integration measures, where you were then employed on a permanent basis afterwards, yes. But now ... I'd say four or five in all these years.

A: Could you describe to me, in the case of a successful professional integration, or more generally in the case of professional integration, what are the biggest challenges? Well, I'm going to say from an organisational point of view, the demand for leadership skills, information from employees and colleagues, can you tell me anything about that?

B: Yes. For special clinical pictures, where we need background information, from the Menzihuus, right? We don't have any trained occupational therapists or social therapists or anything like that directly in our team, aware that we have gastro professionals here who know what is in demand on the labour market, what people have to be able to do so that they are compatible for the first labour market, if you deliberately separate the two. But of course there are clinical pictures where we are overtaxed, where we have to have information, know a little bit, tools, how to deal with these people in crisis situations, there is a need for training, where Menzihuus then trains our team specifically for certain cases of illness. And then it is so, especially in more difficult cases, that you have job coaching very close at hand, of course, really very close, where, if there are crisis situations during the working day, you get the job coach and then take the person out of the process. And the job coach always looks at this person, where is he or she now, how did he or she get there, what strategies can he or she develop to stop coming and so on, and then bring the person back into the process and continue working, right? This is a huge relief for us, we must of course deliver the quality the guest expects, right? And that means that the processes must continue, right? We can't interrupt them, otherwise we have a problem with the guest and that's why we are very happy about the solution with job coaching, aren't we? Where it is really close and through this we can intervene very quickly, but also develop the strategies together with the client, where the person needs to be in order to survive on the first labour market. And that is why it is good to be close to the first labour market, in terms of the work situation, so that one can practise exactly those strategies. This is a very good solution for us now. Now I have to ask you again ... What exactly was the question?

A: What are the biggest challenges from an organisational perspective.

B: Right. Yes. And then it's really the increase in the demands on the clientele, isn't it? That at the beginning you try to get in very carefully, of course, but at the end people only have two years left for MSD training, don't they? Usually. And as well as having to learn all the technical stuff and all the academic stuff, they also have to train their behaviour, don't they? So they are under a lot of time pressure, they have a greater challenge than a normal pen, where they have to train their social behaviour as well as their schooling and professional skills, so the burden on these people is great. And in the end they have two years to get the person to the point where he or she can still survive in the first labour market afterwards, right? So they have to start very carefully, but at some point the pressure has to really increase afterwards, otherwise they won't be able to train all the things he has to be able to do in the given time, right? And that is quite challenging. Then increase the costs and pressure to such an extent that in the end you'll be finished right away. That's a big

challenge, and it's also very individual, isn't it? Between challenging, encouraging and overstraining, the line is extremely narrow, and it is very, very dependent on the individual's personality. And that's where you have to find out what the right dose of challenge is. That is a great challenge. Also in terms of organisation, isn't it? Because you have the people on the roster, they have to come and work on a temporary basis, of course, and there are people who are already overwhelmed by this, aren't there? Do they always have to calculate a bit, maybe one or the other of them won't come, right? But if everyone is here anyway, what do I do with all these people, can I train them well, can I keep them busy, have I got enough work? After all, especially in the last three or four months, it's been a huge problem, hasn't it? We had massive cancellations because of Corona of course, but still we had to train and employ the people. Some of them were just about to take their final apprenticeship exams, others had already joined the team as vocational trainers, for example. You had a relatively large number of people to employ and train where you had to, but relatively few guests. And that has been a big problem, especially now in recent times. That we have to accept a lot of cancellations from seminar groups because of this situation, even banquets have been cancelled, right? We have a training assignment and a supervision assignment and we have to fulfil that, we have also made sure that we can fulfil that, but it has not always been easy.

A: Yes, I think so.

B: From an organisational point of view, it is really important to write the deployment plans, to have the people here at the right moment, to have enough of the right carers here, and that's exactly the challenge.

A: Yes, I think so. What do you think requirements for leadership skills, superiors? You said yes, they are not labouragogues. Could you perhaps say something in addition to that, or what is your assessment of it?

B: Yes, so empathy is certainly important. Then you must not be resentful. Every day is a new day, what was yesterday is over and so on. Then ... Yes, you should have a positive attitude and be very, very open to many facets, without prejudice. I think that's pretty accurate. And then a stable, healthy personality is something you have to be yourself, right? That is perhaps still a bit of the issue with this integration, which we mentioned at the beginning, we are a bit reserved because we think that the people who look after us really have to be very healthy and resilient. This is not always the case with integration measures or with people who are looking for such measures, which is why we are relatively cautious. Yes.

A: In the context of vocational integration, has a new product or service been created, or has it been possible to optimise work processes, or an innovation? So the question is perhaps meant in such a way that you see from the handling of something that you would have to adapt because it is perhaps difficult for someone with a physical impairment, or also from the organisation that perhaps someone with a mental impairment has a checklist for something somewhere, has something like this been created in your organisation?

B: Yes, a lot of things have come into being, of course, very different tools, now in the area of debt collection or restoration, for example, tools have been developed or something like that, where we have young people, of course, where we have trouble with arithmetic, where we keep making training tools like that. Then checklists for breakfast buffet, now as an example, with photos, that's what you have to do there, that's what you have to do there, where in other companies you certainly wouldn't have to go into such detail, where you really work a lot with pictures and so on. Then just a little bit more protected work areas, maybe a little bit more quiet corner for certain people, where they can otherwise be distracted very quickly, maybe we do it separately, in an adjacent room for example, or in such a way that they can still work in a focused way for a certain time, work in the back office or in such a way that they can concentrate better than the average person. Yes.

A: Were there perhaps some things that were useful for everyone afterwards?

B: Yes, the checklists. Of course everyone benefits from them, that's for sure. And now everyone does it in the end, so it certainly has the advantage that you simply have to work in a very structured way, and that is good for the whole company, structure.

A: Right.

B: In any case.

A: How do you estimate the relationship between costs and returns now in terms of professional integration? So if you look at how much effort that they need for care and the work performance where you get in return. Can you estimate that?

B: Yes, in these cases we are now also compensated for the care work, and it is always there, it is just an average price, an average tariff, isn't it? It is impossible to say whether this is the appropriate tariff for the care service, they fluctuate a lot, don't they? There are people who have certain phases where they need a lot of care. And then they have periods when they need less care, but maybe another person more or something, right? It is almost impossible to quantify the amount of care you provide. On the other hand, it is almost impossible to quantify the work performance. We have already had phases where we have had people here who need little care, where we have noticed that the personnel costs are significantly lower during this time. So although they have the work performance of these people to be looked after, the amount of care they need is higher than where they can perform, isn't it? But that's what we have the care allowances for, isn't it? And then it works again.

A: And without, let me say, financial support from social security, this would not be possible?

B: Depends a lot on the clinical picture and the client and so on. I'm sure there are people who could do without it, aren't there? Especially in, say, a protected employment relationship, where you know in the long term what your performance potential is and how much care you need or something like that, then you can probably find that out somewhere, right? Now with learners is also, the time is very short, two years, at the beginning the effort is very,

very large, is the tariff actually too low, towards the end of the apprenticeship period he must then also be able to work independently, because he simply has to be able to do that in the labour market outside, supervision effort is again relatively small, the performance share of this person is relatively high and so there is a cut afterwards, which hopefully works out, right? But now with learners to set the tariff correctly, that is almost impossible, isn't it? You simply have to make sure that it works out with where you get it, which is the case at the moment, or because otherwise we couldn't afford it in the long term. Logically, we don't have any sponsors to support it or anything like that, but rather it has to be generated in the company and what we spend has to be earned. Exactly. At the moment it's working.

A: What reactions do you get from outside, right now, in terms of your social commitment?

B: Consistently positive. Because of the fact that we work with mentally handicapped people, as I said, the guest doesn't know which one is the person in charge and which one is the carer, and that sometimes leads to funny situations where the guest says to a client "I think it's great what they do with these handicapped people and so on. And the client doesn't know what to say to that, but it doesn't matter, so that's good. Yes. No, we have very good reactions. Because of the fact that training is of course so important and is important in all departments, you can also ensure the professional quality of service, right? That is certainly a great advantage, isn't it? The service trainees, for example, have to learn how to work properly, i.e. professionally correct, right? Of course they have to work correctly, otherwise they won't learn, and that's certainly another advantage that we didn't mention before. And I think that's what the guests experience, and what they also experience is that our hotel is relatively relaxed compared to other seminar hotels, where everyone is focused on business and profitability or something, where there are not enough hands and feet available to do the work or where there are fewer hands and feet available than us, we are just a bit more relaxed, and the way we communicate with each other is very benevolent and constructive. There are no deep-rooted mishaps or wild words or anything like that, which is usually found in the catering trade, that is not possible with us, and for that we have a positive basic attitude and a positive basic mood in the company. And I think that the guests notice that too.

A: Right. Then we come to the two most complex questions. You may have seen this in the documents, there is also such a nice model where this shows, the company in the centre, outside there are different areas where the company has an impact or on the employees, on the employees' families, on society, the different aspects and then with the different stakeholders or interest groups, what do you think from the company, how does the professional integration impact in these areas?

B: Definitely the ethical area, I think the company culture, I think the culture in the company, it is strongly influenced, it should have a great influence on personnel recruitment, on the personnel structure of course, these are mainly people who also want to get involved in social issues somewhere, who want

to work with us, because they have to be able to identify with this ideology somewhere, otherwise they would be in the wrong place here, in the area of company culture, I am sure, yes. But also a little bit of (unv.) ethics, or as it is to be socially integrated, what is (unv.)?

A: Human resources development.

B: Right. It's clear that we do of course work with our employees on the topics where I said that you learn to deal with certain clinical pictures, that you understand better how to take a person with such a clinical picture so that the cooperation is successful, isn't it? Of course they learn a kind of agogic behaviour, besides the professional, where they have to bring along to do their job well here. Then at the same time we also do the technical training of each employee, or, a cook is not simply finished when he has learned to cook, but we also see that he develops further in his job, he must also train the apprentices in his area, so he must also be at least professionally assured and know what is going on in his professional development at the moment, so on the one hand we develop them in social behaviour, but also professionally, which is important for our company, more important than perhaps in other companies where production is the main focus. Then the environment, that's what I was talking about with the organic vegetable garden, with the biodegradable cleaning agents and so on, just the sustainability story, where we look at the whole, where the roots are naturally in the social (unv.) inside. Exactly. I think we have already addressed customers.

A: Right, yes.

B: Employees, communities, of course we have a part in Filzbach, that we contribute (unv.) service, or the village shop where we operate makes the Menzihuus, is part of the overall concept, the village profits from that, because there would most likely not be a village shop in Filzbach if one could not offer accompanied apprenticeships there, and there would also not be a post office, because it is also integrated there, right? So then our employees, about 50 clients and about 50 employees in total, partly come to work with public transport, which entitles them to invest in public transport again or at least to maintain the line and so on, right? We are certainly an important employer on the mountain, so this is the contribution we make to the community, isn't it? Then it's a cultural commitment, of course, because Kulturbühne Lihn is a cultural venue where we have about eight to ten live music events a year, where we organise events here in Lihn, where the people from the mountain come and listen and so on. We are cultural partners of the municipality of Glarus North, the Lihn. Wouldn't be without the commitment, of course. Then suppliers, what are suppliers?

A: So suppliers.

B: Good, sure. Yes, regionalism is certainly a big issue there again, organic vegetables, we buy organic vegetables from suppliers where we do not produce them ourselves. And we have the local butcher, we have the local dairy, and so on, we have as partners, and where the regional aspect is

concerned, where the idea of sustainability comes into play. Yes, is that enough?

A: Tip top, yes.

B: All right.

A: Yes. Then let's move on to the next ... The St. Gallen Management Model, you may have already seen it. This should schematically represent the company and its environment. And this is a tool for analysing companies. I would simply go through it with you.

B: Yes.

A: Exactly, it is simply a matter of understanding the effects and implications of vocational integration. Do you see effects or implications in terms of processes, i.e. management, business or support process.

B: Yes. In management, the processes are focused on both, i.e. on economic success and integration success, right? On the one hand, the chef has the task of working economically in his area, but is of course also strongly measured by the integration possibilities of these people. If they can pass their apprenticeship, how can they be integrated in the first labour market and so on. So both objectives are very, very important. Where the economic part of the chef in a conventional hotel is much, much higher than the other. So there it has a big impact. Then there is the business process, which we have already touched on a bit with these checklists and so on, the processes where perhaps they are a bit more systematic than perhaps in a conventional company. And the support process, that also concerns the specialist staff, now only those to be integrated, I suppose?

A: Yes, exactly.

B: That's what I said, that in certain areas you have to train and train people to do their job well. Optimisation, renewals ...

A: That will come later, but that's fine otherwise, yes. Then we would arrive at the so-called moments of order, that is now also within the company, the subject of strategy, structures, culture.

B: Right. We talked about culture, which is very strongly influenced by social commitment. In the way we deal with each other, in our values, in our appreciative attitude and so on, right? That is in there.

A: Well, if you look a little in the literature, it says on the one hand that the company needs a certain culture, corporate culture, that professional integration is possible at all.

B: I would say yes.

A: At the same time, however, it is assumed that, of course, professional integration also promotes the corporate culture.

B: Absolutely, yes. Absolutely. Then structures, of course it does influence, if they still have such a large additional staff, where a certain amount of support is needed, then other structures are needed where support is also provided. And strategy, yes, there is the influence in the area of communication, I think, where you try to make the additional benefits clear to the guest.

A: Yes, that is good. Then we would come to the modes of development, that is, further development, future orientation of the company in terms of

optimisation of the organisation, renewal, further development. Do you see certain aspects, now also in relation to professional integration, where you have to take them into account, or are there implications?

B: In this area we often have a bit of friction and a bit of different points of view, don't we? On the one hand, we want to employ people, especially in sheltered jobs, of course, where else there is no employment in the primary labour market, right? So if we talk about this briefly, not only about vocational integration, but also about sheltered employment. And then perhaps we could still do certain jobs where, for economic reasons, a computer would be more appropriate or automated or digitalised in some way, or something like that? On the other hand, for professional integration we must of course train where there is a demand for it on the first labour market, so it makes little sense if we lose a lot of time with work employment, so that it is employed, and instead train where there is a real demand for it on the first labour market, I am personally convinced that we have to optimise and digitalise the company in the same way, for example, or automate it as if it were totally out in the market, absolutely, because we have to train our people so that they can do what they need in the first labour market. If we train things that are not in demand in the labour market, because they are already automated or digitalised, it is of no use, right? Exactly. That is a bit of a challenge, too, especially now in this time of general digitalisation, where progress is enormously fast, also in our field of course, what else should we automate and digitalise, with the risk that we might not be able to occupy people any more with these tasks where they have been up to now, which tasks can be given to them, which skills do we have to train, so that they can really offer something on the first labour market, after all, right? But of course, this is a process in which other companies have invested in digitisation, which digitalisation they are investing in now, which steed they are putting their money on. And maybe it is a steed that will be dead in two years and then you have invested in the wrong thing, right? That happens in other companies as well. But just not automate or not digitise with the argument, yes, we have to employ people, that is certainly wrong in my view. That's why we have to optimise ourselves just like other companies. I don't think that is an advantage for the optimisation of processes, the integration measures, because you think they have to do something, they have to understand somehow how the processes are behind digitisation, don't they? But yes, how much time do you want to spend on training the process, when the machine can actually do it on its own. Exactly, so that gives a lot to discuss, the optimisation story, and also the renewal stories, doesn't it? That's easy, if you always have to do the same thing all the time... That's the way it is, isn't it? There is less pressure to renew because we have a little more hands and feet available. And you have to put pressure on yourself to keep us on the ball, don't you? Exactly. So it's rather inhibiting there. I have the feeling, yes.

A: Okay, yes. Exciting, yes. Where do you see the impact and implications for different stakeholders of a company now? Suppliers, competitors, investors, customers, employees, the general public, media.

B: What are the effects on individuals? Or what challenges ...

A: Or where do you see implications in relation to the individual stakeholders?

B: I am sorry, I do not understand the question. So what implies where?

A: Let me say that professional integration, for example, has a particularly positive effect on investors if you need capital now.

B: Yes. I would say so, yes, that you might make more money now than in conventional businesses, that's what I would say. That is so, yes. Of course, if you can just put something extra in the bowl, put a better value in the bowl. Particularly in the case of special banks, for example we are now working with the Alternative Bank Switzerland, where it would not be possible without the social commitment, then we would not have received any money from them.

A: Right. We have already discussed this with our customers.

B: Actually we have it in detail. And employees too. What's really special is that we have a very low turnover rate compared to other catering businesses. And we have a little less trouble finding qualified staff than other catering businesses, because we simply understand the added value in our work when you work for us where other businesses don't, right? So it is simply more than working for wages. Yes, the wage is important, but there is simply an additional value in the work. Our employees understand this and then perhaps recruit other people or something, or there are spontaneous applications from people who say "I think what you do is great and so on, do you have a vacancy? Or something like that, that usually happens a bit less in an ordinary company than it does here, so it has an impact on staff recruitment and on fluctuation.

A: Okay.

B: Public media and so it is clear, this is always of interest of course, such topics where we work. We have a great deal of goodwill in the public. The state is ... Of course the close cooperation with the Menzihuus anyway, people know each other and so on, for example the canton of Glarus is now a regular guest of ours, and of course supports our institution, we benefit from that. As far as suppliers are concerned, I don't think it has any influence except that our purchasing strategy is the only thing that matters, right? That we buy in the region, of course, and that we actually buy organic products and so on. But we find suppliers just as easily or just as difficult as in a conventional company. And with the competition, of course there are already competitors who have the feeling that they can't find the right supplier.) retired and we don't have to work profitably, and I know what you hear, that's just the way it is, so ... Yes, of course, so yes, you can simply counter with a good price-performance ratio and ... But we are very well integrated, of course, also in the tourist offer of the surrounding area, and of course we work actively on the tourist offer, which is certainly important to prove again and again that we are a normal business, where we have to finance ourselves and every franc we want to earn, we have to earn first, just like any other business. We have the great advantage as a cooperative that we are not an object of speculation in the sense that we do not have to generate a dividend, which is certainly an advantage over other competitors.

A: The next topics of interaction would be concerns and interests, also in relation to interactions with society, or resources, norms and values in society. Do you see a change in terms of professional integration, as a rule you only deal with it when it affects you, or do you notice that interest is increasing?

B: No, I do not feel that this is increasing. No, it is that you only deal with it when it affects you. Now, for example, when it comes to the integration of our learners, we certainly have to do more than someone who gets a job somewhere where you really need personal contact and stuff, don't we? Because he has a certain reservation also (unv.) potential employers. From that point of view, I don't think that society has reached a point where we already understand that this is an important commitment.

A: And in the interaction with the environmental sphere, these are such overriding themes as society, nature, technology and the economy. Do you see certain points of contact there?

B: We have to explain to society again and again how important work is, that people don't hang around at the railway station all the people who are employed by us or something like that, but society doesn't understand that by itself. It's a fringe group where you only notice when you're interested, right? Then nature, of course, there are trends, now for the sake of sustainability, for regionalism and so on, where we have an absolute advantage, because we have been focusing on this topic for decades and now, fortunately, we have perhaps even a bit of an edge over our competitors in this area. Technology, but not with our handicapped people, because they are usually physically at most slightly handicapped, we work with people with mental health problems, so technologically we do not need any additional infrastructure. And then economically, I don't think the impact is enormous either. As I said, the price-performance ratio has to be right, otherwise the guest won't come anymore and accordingly we are (unv.) market revenue, just like everyone else.

A: Yes, that is good. Thanks. One more little additional question. How do you rate the fact that if you hire someone after a professional integration, is the person more committed or motivated than if you perhaps, well, I'm going to say directly hire someone in inverted commas normal? Or do you have to say that during the integration process, someone is more committed, and when you hire someone after a certain period of time, this will normalise and perhaps the performance will decrease a bit, now regardless of any health problems.

B: Exactly, that is still an important clarification, yes. I believe that the loyalty of such a person to the employer is higher in principle, but there is of course a risk that the illness, where it exists, will break out again somewhere. And that ultimately has an impact on the willingness to perform, doesn't it? But where simply related to the illness of this person and not to the attitude towards work, right? Exactly. Yes. Is that enough?

A: Yes, that is good. Tip top. Thanks. Good, then we have the main part behind us. Now I have two final questions. What is your opinion on the subject, or how do you see the effects of professional integration on a

company? Do you have any additional ideas where we have not discussed them yet, or any thoughts on this?

B: So personally I am convinced that there is an urgent need to integrate people somewhere and I hope that we can contribute to this, right? What really is the challenge is the individuality of the willingness to perform, of the possibilities to perform, which I think is very, very difficult to evaluate. And now ... Well, we always have cases where we would actually like to work, but do not have IV illnesses in the same sense or something like that, but simply do not have the one hundred percent performance capacity. And I find it extremely difficult to find a way of doing this. Also an employer, or, because it's like black and white, either he is an IV-payer and then you can agree on what you want in the end, so that's a matter for negotiation. Or he is not, and then he is subject to the state employment contract and that's it. And there is nothing in between. And that does not do justice to the situation, I have the feeling. On the other hand, you also have to protect people, so that they are not exploited or something, I understand that, but there are people who are in between, and you fall in between. Because employers don't have the option, of course. On the one hand you have the state collective labour agreement, where minimum wages are prescribed, and that the employer can pay the wages, the person has to perform a certain service, otherwise we can't afford it, can we? We can't. And there are people where you can't actually do that much work, where you would be prepared to accept that and say, yes, a performance-related wage is perhaps 70 per cent of the minimum wage in the state collective labour agreement, but you can't agree on that, it's not in conformity with the law, and I find that difficult, now from the employer's point of view, where he actually has two options, either IV support or a state collective labour agreement, and everyone who is not in the grid falls in between. Perhaps it would be easier to find companies that would be willing to take people on if they could find more individual solutions. I don't know how this can be implemented in practice, and I don't know legally, because there is a state collective agreement and it is basically binding, isn't it? But there are people who are unable to provide the minimum level of performance that is stipulated there. And they ... Yes, they're going down the tubes in the end, because then you try to integrate them, and then they can't provide the service, and then the employer says "That's not right for me. Is that it? So I think there's still work to be done organising that.

A: Do you think that the long-term success of Swiss companies will depend to a large extent on social responsibility and sustainability issues? Or is that rather, let me say, nice to have and otherwise ... marketing ...

B: Depends on how much pressure there is from society. At the moment, society is feeling the pressure for a sustainable economy, and I personally am convinced that this pressure will increase even more - for example, with digitisation and automation. But certain people will fall out of the labour market, and then the pressure might even increase if you have more and more people who are not compatible, what do you do with them in the end, right? Or what kind of services can you do with these people, for example,

where they are again in demand on the labour market, so I am personally convinced that the regionality, or home-made or something, will be in demand as a counter-trend to automation and digitalisation, if you do it well, you can even earn a profit with these people again, where it then justifies paying a certain wage. Or the social changes that will come, that is already underway, that is already underway, accordingly it is important for the employee to learn where one can offer on the labour market afterwards, ultimately so that someone is also prepared to hire and pay him. And there are certain people who might not be able to do that, aren't there? And that will probably increase the pressure on sustainable business, hopefully, and then companies will have to adapt, I think. There will be products where the price is really the main argument, and there will continue to be products where the price is the main argument, and then there will be products where the value is higher for the consumer and where the consumer is prepared to pay a higher price for them. Exactly.

A: Well, then we are at the end of the interview. Thank you again very much for your participation.

B: Good. Can be turned off.

A: Right.

B: Does it still have battery?

A: Right.

Transkription Experten-Interview Seminarhotel Lihn

Unternehmen: Seminarhotel Lihn, Filzbach

Durchführung: 03.08.2020 15:00 – 16:30, persönlich im Unternehmen

Interviewer (A): Boris Miethlich

Experte (B): Urs Brotschi

Transkription (Deutsch):

A: Ich habe eigentlich bei der Arbeit gemerkt gerade, irgendein ein Grund muss es ja haben, dass gewisse Arbeitgeber doch eigentlich sehr engagiert sind auch in der beruflichen Eingliederung, oder, dass sie das gerne machen, sehr gerne Kandidaten von der IV nehmen. Und dann habe ich gedacht, irgendwo unter dem Strich muss das ja betriebswirtschaftlich irgendwo einen positiven Nutzen haben. Und aufgrund von dem habe ich dann mal geschaut gehabt, gibt es denn da überhaupt Literatur zu dem Thema. Dann habe ich gemerkt gehabt, nein, da gibt es eigentlich nichts, also ... Eben volkswirtschaftlich ist das sehr gut erforscht und analysiert, aber wenn es so eben auf den Bereich Unternehmensführung, oder eben betriebswirtschaftlich ist, da gibt es eigentlich fast nichts. Anekdoten, ja, dass es einen positiven Einfluss hat, aber eigentlich nichts, wo man das systematisch angeschaut hätte. Und aufgrund von dem bin ich auch auf die Idee gekommen, das genauer anzuschauen, mal zu schauen, ja, gibt es da gewisse Verhältnismässigkeiten. Also die Idee ist ja nicht, von meiner Arbeit sagen zu können, ja, das und das sind die Auswirkungen oder die Effekte, aber sauber aufzeigen zu können, ja, das und das sind vielleicht die Potenziale, wo daraus können entstehen, wenn sich jetzt ein Unternehmen in der beruflichen Eingliederung engagiert. Und als Nebeneffekt sollte es irgendwo eben auch eine Grundlage bieten, zum vielleicht noch ein bisschen ja, gezieltere Massnahmen oder Unterstützung auch für kleine und mittlere Unternehmen können entwickeln, ja. Was ich jetzt schon sehe, dass eben ein Punkt, wo jetzt auch mehrfach schon angesprochen worden ist, ist, eben, dass sich Unternehmen teilweise auch wünschen, längerfristige Unterstützung, also für Mitarbeiter, wo vielleicht eben keine Rente haben, aber vielleicht ein bisschen mehr krank sind als andere, wo es in dem Sinn noch nicht so zufriedenstellende Lösungen gibt, also schon zum Beispiel über die Jahresarbeitszeit, aber das ist in dem Sinn auch nicht wirklich dann eine saubere Lösung, und auch nicht für den, wo es betrifft, die sind auch nicht zufriedenstellend.

B: Ja, ich kann mir vorstellen, dass das schon fast die Hauptherausforderung ist, eben jetzt wegen (unv.) oder einfach das Leistungspotenzial von dieser Person dann wirklich über eine längere Zeit relativ genau können einzuordnen, das ist sicher schwierig. Das ist auch jetzt bei nicht kranken Menschen auch unterschiedlich, oder? Der eine ist da drinnen stark und da drinnen schwach und so, also das ist ja allgemein in der Wirtschaft ein Problem, die Leistungen richtig zu entlohnen.

A: Das ist so, ja. Mich freut es sehr, dass Sie sich da bereit erklärt haben, mitzumachen. Eben, ich denke das Seminarhotel Lihn ist auch noch eine

spezielle Konstellation jetzt auch mit der Zusammenarbeit eben mit dem Menzihuus als Institution, aber trotzdem separat.

B: Genau.

A: Genau. Und das ist wirklich sehr spannend, ja. Ja, dann würde ich doch gerne mit Ihnen den Fragebogen durchgehen. Eben zuerst ein paar einleitende Fragen, dann so der Hauptteil eben zu den betriebswirtschaftlichen Auswirkungen von der beruflichen Eingliederung, und am Schluss noch ein paar Fragen zu Ihrer persönlichen Einschätzung zum Thema.

B: Ja. Ja.

A: Genau. Eben die Branche, wo Sie tätig sind, das ist?

B: Hotellerie.

A: Hotellerie, genau. Und Ihre Funktion im Unternehmen ist, Sie sind Geschäftsführer?

B: Ich bin Geschäftsführer Hotellerie, ja, wir haben ja zwei Hotels innerhalb von der Genossenschaft und ich bin für beide Hotelbetriebe verantwortlich, bin aber Betriebsleiter hier vor Ort auch. Also hier habe ich noch eine Doppelfunktion, aber es ist die Genossenschaft Sozial Diakonische Werke ist ja Besitzer auch von drei Firmen, das ist das Hotel Seebüel in Davos, das Menzihuus, sozialtherapeutische Institution, und das Seminarhotel. Und ich bin für die Hotellerie zuständig.

A: Und wann ist das Unternehmen gegründet worden?

B: 1929. Also das heisst, die Genossenschaft, so, wie sie jetzt besteht, ist erst irgendwann in den 60er Jahren dann gegründet worden, oder? Aber die Arbeit und die Idee ist über 90 Jahre.

A: Und wie viele Mitarbeiter haben Sie aktuell in Ihrem Unternehmen?

B: Köpfe, nicht hundert Prozent Stellen, Menschen?

A: Ja.

B: 26, jetzt nur im Lihn, nicht in der gesamten Genossenschaft.

A: Genau, ja. Und eben, Erfahrung haben Sie doch schon mit der beruflichen Eingliederung.

B: Ja.

A: Auch mit den eigenen Mitarbeitern?

B: Wie meinen Sie, mit den eigenen Mitarbeitern?

A: Also eben, Leute, wo direkt bei Ihnen angestellt sind, also jetzt nicht in einem geschützten Arbeitsplatz ...

B: Ja klar. Ja, haben wir auch schon gemacht natürlich, ja. Integrationsmassnahmen über die IV Arbeitsversicherung, wo wir nachher dann

Und die Lernenden, die sind ja alle bei uns unter Vertrag, der Arbeitsvertrag ist

A: Und seit wann engagiert sich jetzt das Seminarhotel Lihn jetzt mit sozialer Integration?

B: 1929.

A: Seit dem Anfang? Ja.

B: Wir haben von Anfang an trockenen Alkoholiker beschäftigt, beheimatet auch, eine Tagesstruktur gegeben und so, also da ist das noch ganz anders organisiert gewesen als heute natürlich, aber die Idee ist von Anfang an so gelebt worden, ja.

A: Ja. Gut, dann kommen wir eigentlich zum Hauptteil vom Interview. Können Sie mir bitte kurz schildern, wie sehen Sie die Nachhaltigkeitsstrategie oder die Strategie von der sozialen Unternehmensverantwortung und zwar vom, wie soll ich sagen, ja, als Geschäftsführer?

B: Ja. Also Nachhaltigkeit hat etwa fünf Säulen jetzt für mich, oder? Das sind natürlich einerseits die ökologischen Aspekte, wo wir schauen mit Warmwasseraufbereitung, mit Sonnenenergie zum Beispiel, mit dem eigenen Biogemüsegarten, wo man Transportwege kann reduzieren, auch die Umweltbelastung natürlich kann reduzieren. Reinigungsmittel, wo biologisch abbaubar sind, werden eingesetzt und so, das ist eben der ökologisch regionale Teil eine Art. Dann auch ökonomisch, es gibt uns seit 1929, das ist ja auch nicht so selbstverständlich und wir hoffen, dass es in 90 Jahren uns immer noch gibt, also das ist die wirtschaftliche Nachhaltigkeit, wir sind ja eine Genossenschaft, eine Nonprofit-Organisation, wo jeder Franken, wo verdient wird, ins Produkt investiert werden kann und dem Gast zukommt, das ist niemand, wo Dividenden rauszieht oder so, im Gegenteil, der Genossenschafter muss einen Jahresbeitrag zahlen, dass er uns darf unterstützen. Also das ist so ein bisschen die wirtschaftliche Nachhaltigkeit. Und dann ist sicher der soziale Aspekt, wo wir bei den Fachkräften natürlich drauf schauen, dass wir eine tiefe Funktionsrate haben, dass man sie laufend weiterbilden, natürlich gerade in den Themen mit der Betreuung vom Klientel. Und dann das soziale Engagement, wo eigentlich die zentrale Aufgabe ist von unserem Betrieb. Für das gibt es die Genossenschaft, oder? Das Hotel ist einfach eine Art Mittel zum Zweck, oder? Und der Zweck ist soziale Integration. Und das soziale Engagement, und für das braucht es halt ein Hotel, und es braucht Gäste, wo konsumieren, Biogemüse zum Beispiel, oder das Brot aus der Bäckerei zum Frühstück essen und so, Gäste, wo Bettwäsche dreckig machen, wo man dann kann Sozialarbeit damit betreiben. Das braucht es, aber die zentrale Aufgabe ist eben nicht Hotellerie, sondern soziales Engagement. Also das sind so die verschiedenen Aspekte von der Nachhaltigkeit. Wir sind auch zertifiziert, ibex fairstay zertifiziert, das ist ein Nachhaltigkeitslabel im Tourismusbereich, wo eben genau eigentlich die fünf Säulen beleuchtet, oder? Und darum sind wir dort auch sehr hoch bewertet im Vergleich zu den Mitbewerbern, weil wir in allen fünf Bereichen sehr engagiert sind, eben auch im sozialen Bereich. Ja, genau.

A: Okay. Spannend, ja. Und wie tun Sie das kommunizieren, eben das soziale Engagement?

B: Ja. Das ist ein Thema, wo wir immer wieder diskutieren. Wie weit soll man das marketingmässig ausschachten. Und wir positionieren uns als Drei-Sterne-Seminarhotel, als nachhaltiges Drei-Sterne-Seminarhotel auf dem Markt, nicht als Behinderteninstitution, wo noch ein bisschen Hotel betreibt, sondern wir positionieren uns als Seminarhotel, sehr stark auf Nachhaltigkeit

ausgerichtet natürlich, das ist unser Marketingkonzept, entsprechend haben wir auch Gäste, wo das suchen, jetzt gerade Biogemüsegarten, wo Wert legen auf das, wo das wichtig ist. Aber das ist erst auf den zweiten Blick ersichtlich, dass wir jetzt direkt mit dem Menzihuus zusammenarbeiten und beeinträchtigte Menschen im Haus auch beschäftigen, oder? Weil wir befürchten, es könnte auch den einen oder anderen abschrecken, oder? Wo dann denkt, da sabbert dann einer oder so, das kann ja irgendwelche Fantasien auslösen oder so, darum haben wir uns bis jetzt dafür entschieden, das nicht wirklich als Hauptargument nach oben zu setzen, sondern wir haben andere Hauptargumente. Ein gutes Preis-Leistungs-Verhältnis, Nachhaltigkeit, eben Biogemüsegarten, das sind unsere Hauptargumente in erster Linie. Und erst in zweiter Linie kommuniziert man dem Gast, dass er hier auch eine gute Geschichte unterstützt, wenn er kommt. Persönlich bin ich davon überzeugt, dass manche kommen würden, um eine gute Geschichte zu unterstützen, aber wenn das Preis-Leistungs-Verhältnis nicht stimmt, dann kommt er nicht mehr, oder? Also es sollte mehr ein Argument sein, wiederzukommen, als überhaupt zu kommen, oder? Also wenn er da gewesen ist und alles gut gestimmt hat, und nachher sieht er, oh ja, und soziales Engagement haben sie auch noch, da gehe ich wieder. Das ist unsere Strategie im Moment, weil wir davon überzeugt sind, dass es richtig ist. Ein anderer würde es vielleicht anders machen.

A: Und eben, wenn dann Kunden da sind, wie erfahren die das?

B: Ich tue jede Gruppe, wo das erste Mal hier ist, persönlich begrüßen. Das geht zwei, drei Minuten, wo ich schnell reingehe in den Raum, herzlich willkommen heisse und kurz erkläre, was wir hier so machen. Mit eben Biogemüsegarten, mit Biodinkelmehl, wo wir in der Bäckerei verarbeiten, Betriebsunterhalt, Hühnerstall, wo wir Bioeier produzieren, wo dem Gast wieder anbieten nachher, und die Wäscherei, und vor allem die Ausbildungsplätze. Von 50 Menschen ungefähr, wo wir aktuell begleiten, sind 20 Lernende, wo wir den Auftrag haben, Lehrabschlussprüfung bestehen und nachher Integration im ersten Arbeitsmarkt. Und das erzähle ich jeder Gruppe, wenn es irgendwie geht, am Anfang, dass sie auch verstehen, wo sie da sind. Haben wir schon drüber diskutiert, ob wir jetzt auch die Leute anders anschreiben zum Beispiel oder so, und da haben wir uns bewusst dagegen entschieden. Weil wir gesagt haben, für einen Gast ist es egal, welches ist der Betreute und welches ist der Betreuende, die Dienstleistung muss stimmen, die Qualität von der Dienstleistung muss stimmen, und eben, wir wollen die Leute nicht ausstellen oder so, wenn sie hier jetzt schauen im Raum, dann sehen Sie nicht, welches ist der Betreute und welches ist der Betreuende, oder? Gerade bei psychisch beeinträchtigten Menschen sieht man es ja auch nicht und merkt man es ja auch nicht, und das ist dann halt auch sehr Tagesform, je nachdem, abhängig, kann man tageweise nicht merken, welcher jetzt eigentlich der Betreute ist und welches der Betreuende, darum glaube ich, der Gast, wenn er hier ist, weiss nachher, dass es hier Menschen mit Beeinträchtigung gibt, wo mitarbeiten, aber mehr muss er nicht wissen eigentlich, finde ich. Beantwortet das die Frage?

A: Tipp topp, ja. (unv.) schon beantwortet, genau, Frage zehn wäre eben, wie viele berufliche Eingliederungen haben Sie schon durchgeführt, eigene Mitarbeiter, externe, eben da haben Sie ja intensive Erfahrungen.

B: Ja genau. Seit 2011 machen wir Ausbildung und Integration hier im Lihn. Ein bisschen vorher, ich glaube 2009, hat man im (unv.) angefangen mit Detailhandelsausbildung, ist aber direkt am Menzihuus angeschlossen. Also im Lihn ist es seit 2011. Und dann haben wir pro Lehrjahr etwa fünf Absolventen, oder? Also kann man sagen, das sind irgendwie zwischen 40 und 50 Personen, wo wir bis jetzt haben dürfen ausbilden und integrieren so, auf dem Weg Ausbildung. Und dann haben wir natürlich noch Integrationsmassnahmen, so Belastungstrainings gegen Burnout und solche Sachen, wo dann drei bis sechs Monate befristet sind. Die kommen noch etwa gleich viel dazu, schätze ich.

A: Eben nutzen Sie berufliche Eingliederung auch als Instrument für Personalrekrutierung?

B: Ja, das haben wir auch schon gemacht, wie gesagt. Wir haben mal einen Küchenchef so gehabt über Integrationsmassnahmen. Es hat mehrere gegeben, ja. Über Integrationsmassnahmen, wo man nachher dann fest angestellt hat, ja. Aber jetzt ... Ich würde sagen, etwa vier, fünf, sind das gewesen in den Jahren.

A: Können Sie mir vielleicht beschreiben, bei einer erfolgreichen beruflichen Eingliederung, oder allgemein bei der beruflichen Eingliederung, was sind so die grössten Herausforderungen? Also ich sage jetzt mal so aus organisatorischer Sicht, Anspruch an Führungskompetenzen, Information von den Mitarbeiter, Arbeitskollegen, können Sie mir da dazu etwa sagen?

B: Ja. Bei speziellen Krankheitsbildern, wo wir halt mal Hintergrundinformationen brauchen, vom Menzihuus, oder? Wir hier im Haus haben keine ausgebildete Arbeitsagogen oder Sozialtherapeuten oder so direkt in unserem Team, bewusst, dass wir Gastroprofis hierhaben, wo wissen, was auf dem Arbeitsmarkt gefragt ist, was die Leute leisten können müssen, damit sie dann kompatibel sind für den ersten Arbeitsmarkt, wenn man ganz bewusst das so trennt. Aber es gibt natürlich Krankheitsbilder, wo uns überfordern, wo wir müssen Informationen haben, wissen haben ein bisschen, Tools, wie man richtig umgeht jetzt mit diesen Leuten in Krisensituationen, da braucht es Schulungen, wo das Menzihuus dann unser Team spezifisch schult auf gewisse Krankheitsfälle. Und dann ist es so, gerade bei schwierigeren Fällen, dass man das Jobcoaching, da sehr nahe wird natürlich, wirklich sehr nahe hat, wo man dann, wenn Krisensituationen sind während dem Arbeitstag im Ablauf drinnen, den Jobcoach dazu holt und dann die Person zum Prozess ausnimmt. Und der Jobcoach immer mit dieser Person anschaut, wo steht sie jetzt aktuell, wie ist sie dahingekommen, was kann sie für Strategien entwickeln, dass sie nicht mehr dahinkommt und so, und dann die Person wieder zurückbringt in den Prozess und weiterarbeitet, oder? Das ist eine Riesenentlastung für uns, wir müssen auf Zeit natürlich die Qualität liefern, wo der Gast erwartet, oder? Und das bedingt, dass die Prozesse weiterlaufen, oder? Wir können die nicht unterbrechen, sonst

haben wir ein Problem mit dem Gast und darum sind wir sehr froh um die Lösung mit dem Jobcoaching, oder? Wo halt wirklich relativ nahe ist und durch das sehr schnell kann intervenieren, aber auch mit dem Klienten zusammen die Strategien entwickelt, wo die Person braucht, um nachher bestehen zu können am ersten Arbeitsmarkt. Und darum ist es eben gut, wenn wir nahe am ersten Arbeitsmarkt sind, von den Arbeitssituationen her, dass man genau die Strategien eigentlich kann üben. Das ist für uns jetzt eine sehr gute Lösung. Jetzt muss ich nochmal ... Was ist die Frage genau gewesen?

A: Was aus organisatorischer Sicht so die grössten Herausforderungen sind.

B: Genau. Ja. Und dann ist halt wirklich die Steigerung von den Anforderungen an das Klientel, oder? Dass man am Anfang wirklich sehr behutsam natürlich probiert, einzusteigen, aber am Schluss haben die Leute ja auch nur noch zwei Jahre Zeit für eine EBA-Ausbildung, oder? In der Regel. Und neben dem, dass sie alles Fachliche auch müssen lernen und alles Schulische müssen lernen, müssen sie auch noch ihr Verhalten trainieren, oder? Also so haben die einen grossen Zeitdruck, die haben eine grössere Herausforderung als ein normaler Stift, wo eben neben dem Schulischen und dem Beruflichen auch noch muss sein Sozialverhalten trainieren, also die Belastung von diesen Leuten ist gross. Und am Schluss haben sie zwei Jahre Zeit, den soweit hinzubringen, die Person, dass sie nachher noch kann überleben im ersten Arbeitsmarkt, oder? Also sie müssen sehr behutsam einsteigen, aber irgendwann muss der Druck nachher wirklich zunehmen, sonst schaffen sie es nicht, in der vorgegebenen Zeit, all die Sachen zu trainieren, wo er muss können, oder? Und das ist recht herausfordernd. Dann Kosten, Druck so weit erhöhen, dass du am Schluss dann gleich fertig bist. Das ist eine grosse Herausforderung, und es ist auch sehr individuell, oder? Zwischen fordern, fördern und überfordern der Grat ist extrem schmal, und es ist sehr, sehr abhängig von der jeweiligen Persönlichkeit. Und dort herauszufinden eben, was ist die richtige Dosierung vom Fordern. Das ist eine grosse Herausforderung. Auch organisatorisch, oder? Weil sie haben die Leute auf dem Dienstplan drauf, die müssen auf Zeit arbeiten kommen natürlich, und da gibt es Leute, wo halt mit dem schon überfordert sind, oder? Müssen sie immer ein bisschen einkalkulieren, kommt vielleicht der eine oder der andere nicht, oder? Aber wenn dann trotzdem alle hier sind, was mache ich denn mit all diesen Leuten, kann ich gut ausbilden, kann ich beschäftigen, habe ich genug Arbeit schlussendlich, gerade in den letzten drei, vier, Monaten ein Riesenproblem gewesen, oder? Wir haben massiv Absagen gehabt wegen Corona natürlich, haben aber trotzdem die Leute müssen ausbilden und beschäftigen. Die einen sind direkt vor der Lehrabschlussprüfung gestanden, andere hat man bereits ins Team aufgenommen als Berufsvorbereiter zum Beispiel oder so, man hat relativ viele Menschen da gehabt, wo man hat müssen beschäftigen und ausbilden, aber relativ wenig Gäste. Und das ist vor allem jetzt in der letzten Zeit ein grosses Problem gewesen. Dass wir haben müssen einen Haufen Absagen von Seminargruppen entgegennehmen aufgrund von dieser Situation, auch

Banketts sind abgesagt worden, oder? Und trotzdem haben die Leute ... Wir haben einen Ausbildungsauftrag und einen Betreuungsauftrag und den müssen wir erfüllen, haben wir auch geschaut, dass wir den können erfüllen, aber das ist nicht immer einfach gewesen.

A: Ja, das glaube ich.

B: Organisatorisch ist wirklich die Einsatzpläne schreiben, dass sie dann die Leute im richtigen Moment hier haben, auch genug die richtigen Betreuungspersonen hier haben und genau, das ist eine Herausforderung.

A: Ja, das glaube ich. Was denken Sie Anforderungen an die Führungskompetenzen, Vorgesetzte? Sie haben ja gesagt gehabt, das sind keine Arbeitsagogen. Können Sie vielleicht da dazu noch etwas sagen, oder wie schätzen Sie das ein?

B: Ja, also Empathie ist sicher wichtig. Dann man darf nicht nachtragend sein. Jeder Tag ist ein neuer Tag, was gestern gewesen ist, ist vorbei und so. Dann ... Ja, man sollte halt eine positive Grundhaltung haben und sehr, sehr offen sein gegenüber vielen Facetten, vorurteilslos. Das trifft es glaube ich ziemlich. Und dann eine stabile, gesunde Persönlichkeit muss man selber sein, oder? Das ist vielleicht noch ein bisschen das Thema auch mit dieser Integration, wo wir am Anfang angesprochen haben, da sind wir ein bisschen zurückhaltend, weil wir denken, dass die betreuenden Leute bei uns wirklich sehr gesund sein müssen und belastbar sein müssen. Und das ist halt nicht immer gegeben bei Integrationsmassnahmen, oder bei Personen, wo so eine Massnahmen suchen, darum sind wir da relativ zurückhaltend. Ja.

A: Ist im Zusammenhang mit der beruflichen Eingliederung ist da mal ein neues Produkt entstanden oder eine neue Dienstleistung, oder hat man Arbeitsabläufe optimieren können, oder eine Innovation? Also die Frage ist so gemeint vielleicht, dass man sieht von der Handhabung von etwas her, dass man das müsste anpassen, weil es vielleicht für jemanden mit einer körperlichen Beeinträchtigung schwierig ist, oder auch von der Organisation, dass vielleicht jemand, wo eine geistige Beeinträchtigung hat, irgendwo eine Checkliste hat für etwas, ist bei Ihnen so etwas entstanden?

B: Ja, da sind ganz ein Haufen Sachen entstanden, natürlich, ganz verschiedene Tools, jetzt im Bereich zum Beispiel Inkasso oder Restaurationen hat man Tools entwickelt oder so, wo wir auch immer wieder natürlich Jugendliche haben, wo Mühe haben mit Rechnen, wo wir dann halt immer wieder so Trainingstools eigentlich machen. Dann Checklisten für Frühstücksbuffet, jetzt als Beispiel, mit Fotos, das musst du da, das musst du da, wo man in anderen Betrieben sicher nicht so detailliert müsste machen, wo man halt eben wirklich viel mit Bildmaterial auch arbeitet und so. Dann halt so ein bisschen geschütztere Arbeitsbereiche, vielleicht eine ein bisschen eine ruhigere Ecke für gewisse Leute, wo sich sonst sehr schnell ablenken lassen, tun wir vielleicht eben separat, in einem angrenzenden Raum zum Beispiel, beschäftigen oder so, dass sie trotzdem können fokussiert eine gewisse Zeit arbeiten, Backoffice oder so arbeiten, damit sie können die Konzentrationsleistung erbringen, wo ihnen schwieriger fällt als dem Durchschnittsmenschen. Ja.

A: Hat es vielleicht auch Sachen gegeben, wo nachher für alle nützlich gewesen sind?

B: Ja, die Checklisten. Da profitieren natürlich alle davon, das ist klar. Und jetzt machen es alle gleich schlussendlich, also es hat sicher den Vorteil, dass man einfach sehr strukturiert muss arbeiten, und das ist gut für den ganzen Betrieb, Struktur.

A: Genau.

B: Auf jeden Fall.

A: Wie schätzen Sie das Verhältnis von Aufwand und Ertrag ein jetzt bei der beruflichen Eingliederung? Also wenn Sie schauen, wie viel Aufwand, dass sie brauchen für Betreuung und die Arbeitsleistung, wo Sie im Gegenzug bekommen. Können Sie das einschätzen?

B: Ja, wir sind ja jetzt bei diesen Fällen entschädigt auch für die Betreuungsarbeit, und dort ist es halt immer, das ist halt ein Durchschnittspreis, ein Durchschnittstarif, oder? Es ist unmöglich, zu sagen, ob jetzt das der angemessene Tarif für die Betreuungsleistung ist, die schwanken ja sehr stark, oder? Es gibt Leute, wo gewisse Phasen haben, wo sie sehr viel Betreuung brauchen. Und dann haben sie wieder Phasen, wo sie wenig Betreuung brauchen, dafür vielleicht eine andere Person wieder mehr oder so, oder? Man kann die Betreuungsarbeit fast nicht quantifizieren. Die Arbeitsleistung auf der anderen Seite ist auch fast nicht quantifizierbar, wir haben schon Phasen gehabt, wo wir wenig zu betreuende Personen hier gehabt haben, wo wir festgestellt haben, dass die Personalkosten in dieser Zeit deutlich tiefer sind. Also obwohl sie die Arbeitsleistung haben von diesen zu betreuenden Personen, ist der Betreuungsaufwand höher als das, wo sie können leisten, oder? Aber für das haben wir ja die Betreuungszulagen, oder? Und dann geht es wieder.

A: Und ohne, ich sage jetzt mal, die finanzielle Unterstützung durch die Sozialversicherung wäre das nicht machbar?

B: Kommt sehr auf das Krankheitsbild an und auf den entsprechenden Klienten und so. Es gibt sicher Menschen, wo es ging ohne, oder? Jetzt gerade im, sagen wir, geschützten Arbeitsverhältnis, wo man weiss langfristig, wie etwa die Leistungspotenzial ist und wie der Betreuungsaufwand etwa ist oder so, dann kann man wahrscheinlich dort das schon irgendwo herausfinden, oder? Jetzt bei Lernenden ist auch, die Zeit ist sehr kurz, zwei Jahre, am Anfang ist der Aufwand sehr, sehr gross, ist der Tarif eigentlich zu tief, gegen Schluss von der Lehrzeit muss er ja dann auch können selbstständig arbeiten, weil das muss er einfach im Arbeitsmarkt draussen auch können, Betreuungsaufwand wieder relativ klein, der Leistungsanteil von dieser Person ist relativ hoch und so gibt es nachher einen Schnitt, wo hoffentlich aufgeht, oder? Aber jetzt bei Lernenden, den Tarif richtig festzusetzen, das ist fast nicht möglich, oder? Man muss einfach schauen, dass das etwa aufgeht, mit dem, wo man bekommt, und das ist im Moment so, oder, weil sonst könnten wir uns das langfristig auch nicht leisten logischerweise, wir haben ja nicht irgendwelche Sponsoren, wo das mittragen

oder so, sondern das muss im Betrieb erwirtschaftet werden, was wir ausgeben. Genau. Im Moment geht es auf.

A: Welche Reaktionen bekommen Sie von extern, jetzt eben in Bezug auf ihr soziales Engagement?

B: Durchwegs positiv. Durch das eben, dass wir mit psychisch beeinträchtigten Menschen arbeiten, wie gesagt, weiss der Gast nicht, welches ist der Betreute und welches ist der Betreuende, und das gibt manchmal dann lustige Situationen, wo der Gast dann zu einem Klienten sagt „Ich finde das super, was sie machen mit diesen Behinderten und so.“ Und der Klient wie nicht weiss, was er jetzt da soll sagen dazu, aber es macht nichts, also das ist gut. Ja. Nein, wir haben sehr gute Reaktionen. Durch das, dass Ausbildung natürlich so wichtig ist und in allen Abteilungen wichtig ist, kann man auch die fachliche Dienstleistungsqualität sicherstellen, oder? Das ist sicher ein grosser Vorteil, oder? Die Servicelernenden zum Beispiel müssen richtig lernen, zu arbeiten, also fachlich richtig, oder? Müssen sie natürlich fachlich richtig arbeiten, sonst lernen sie es auch nicht, und das ist sicher ein weiterer Vorteil, wo wir vorher nicht angesprochen haben. Und das glaube ich erlebt der Gast schon auch, und was er sicher zusätzlich erlebt, ist halt, dass es bei uns relativ entspannt zu und her geht, im Vergleich zu anderen Seminarhotels, wo alle auf Business und Rentabilität ausgerichtet sind oder so, wo halt zu wenige Hand und Fuss haben oder weniger Hände und Füsse zur Verfügung haben als wir, die Arbeit zu erbringen, geht es bei uns einfach so ein bisschen entspannter zu und her, auch die Art von der Kommunikation untereinander, die ist sehr wohlwollend und konstruktiv. Da gibt es keine tiefliegenden Pannen oder wüste Worte oder sowas, wo es sonst in der Gastronomie gibt, das geht bei uns gar nicht, und für das haben wir eine positive Grundhaltung und eine positive Grundstimmung im Betrieb. Und ich glaube das merken auch (die Gäste?).

A: Genau. Dann kommen wir so zu den zwei komplexesten Fragen. Das haben Sie vielleicht auch in den Unterlagen gesehen, es gibt auch so ein schönes Modell, wo das aufzeigt, das Unternehmen im Zentrum, aussen sind verschiedene Bereiche, wo sich das Unternehmen auswirkt oder auf die Mitarbeiter, auf die Angehörigen der Mitarbeiter, auf die Gesellschaft, die verschiedenen Aspekte und dann mit den verschiedenen Stakeholdern oder Anspruchsgruppen, was denken Sie, vom Unternehmen aus, wie tut sich da die berufliche Eingliederung auswirken in diesen Bereichen?

B: Ganz sicher der ethische Bereich, ich denke die Firmenkultur, ich glaube die Kultur im Betrieb, die ist stark geprägt, es sollte einen grossen Einfluss haben auf Personalrekrutierung, auf die Personalstruktur natürlich, das sind vor allem Leute, wo sich auch irgendwo sozial engagieren wollen, wo bei uns mitarbeiten wollen, weil sie müssen sich ja irgendwo können identifizieren mit dieser Ideologie, sonst wären sie hier am falschen Ort, also im Bereich eben Firmenkultur, bin ich sicher, ja. Aber auch ein bisschen (unv.) Ethik, oder wie eben sozial anzugliedern ist, was ist (unv.)?

A: Personalentwicklung.

B: Genau. Da ist klar, tun wir mit unseren Mitarbeitern natürlich arbeiten an den Themen, wo ich gesagt habe, dass man halt lernt, mit gewissen Krankheitsbildern umzugehen, dass man besser versteht, wie man einen Menschen muss nehmen mit so einem Krankheitsbild, damit die Zusammenarbeit erfolgreich ist, gut ist, oder? Sie lernen natürlich schon eine Art agogisches Verhalten, neben dem Beruflichen, wo sie müssen mitbringen, um ihren Job hier gut zu machen. Dann tun wir gleichzeitig auch das Fachliche schulen von jedem Mitarbeitenden, oder, ein Koch ist nicht einfach fertig, wenn er Koch gelernt hat, sondern da schauen wir im Beruflichen auch, dass er sich weiterentwickelt, er muss ja dann auch die Lernenden ausbilden in seinem Bereich, also muss er auch fachlich mindestens assure sein und wissen, was läuft in der beruflichen Entwicklung im Moment, also einerseits entwickeln wir sie im Sozialverhalten weiter, aber fachlich auch, also das ist wichtig für unseren Betrieb, wichtiger als vielleicht in anderen Betrieben, wo die Produktion im Vordergrund steht. Dann Umgebung, eben, das habe ich angesprochen mit dem Biogemüsegarten, mit den biologisch abbaubaren Reinigungsmittel und so, halt einfach die Nachhaltigkeitsgeschichte, wo wir als Ganzes anschauen, wo die Wurzeln natürlich in dem sozialen (unv.) drinnen hat. Genau. Eben Kunden haben wir, glaube ich, auch schon angesprochen.

A: Genau, ja.

B: Angestellte, Gemeinschaften, wir haben da in Filzbach natürlich ein Teil, dass wir (unv.) Service beitragen, oder der Dorfladen, wo wir betreiben, macht das Menzihuus, gehört zum Gesamtkonzept, da profitiert natürlich das Dorf davon, weil es gäbe keinen Dorfladen mehr höchstwahrscheinlich in Filzbach, wenn man nicht könnte begleitete Ausbildungsplätze dort anbieten, und es gäbe auch keine Poststelle mehr, weil die ist auch dort integriert, oder? Also dann unsere Mitarbeitenden, etwa 50 Klienten und etwa 50 Mitarbeitende im Ganzen, kommen zum Teil mit ÖV zum Arbeiten, das berechtigt auch wieder Investitionen im ÖV Bereich oder mindestens, die Linie aufrechterhalten und so, oder? Wir sind sicher ein wichtiger Arbeitgeber da auf dem Berg, also das ist der Beitrag an die Gemeinschaft, wo wir leisten, oder? Dann ist es ein kulturelles Engagement natürlich, Kulturbühne Lihn ist ja ein kulturelles Angebot, wo wir haben, mit etwa acht bis zehn Live-Musik Events pro Jahr, wo wir hier im Lihn veranstalten, wo natürlich auch die Leute vom Berg dann kommen und hören und so. Wir sind Kulturpartner von der Gemeinde Glarus Nord, das Lihn. Gäbe auch nicht ohne das Engagement natürlich. Dann Suppliers, was sind Suppliers?

A: Also Lieferanten.

B: Gut, klar. Ja, dort ist sicher auch wieder die Regionalität ein grosses Thema, Biogemüse, das, wo wir nicht selber produzieren, kaufen wir als Biogemüse ein von Lieferanten. Und den örtlichen Metzger haben wir, die örtliche Molkerei haben wir und so, haben wir als Partner, wo halt auch wieder die Regionalität, wo der Nachhaltigkeitsgedanke reinspielt. Ja, langt das?

A: Tipp topp, ja.

B: Also gut.

A: Ja. Dann gehen wir zum nächsten ... Das St. Galler Management-Modell, haben Sie vielleicht auch schon gesehen. Das sollte das Unternehmen und das Umfeld schematisch darstellen. Und das ist ein Tool, um Unternehmen analysieren zu können. Ich würde das mit Ihnen einfach kurz durchgehen.

B: Ja.

A: Genau, da geht es einfach darum, die Auswirkungen und Implikationen von der beruflichen Eingliederung. Sehen Sie da Auswirkungen oder Implikationen in Bezug auf Prozesse, also Management-, Geschäfts- oder Unterstützungsprozess.

B: Ja. Im Managementbereich eben sind halt die Prozesse auf beide, also der wirtschaftliche Erfolg und der Integrationserfolg, fokussiert, oder? Der Küchenchef hat einerseits den Auftrag, wirtschaftlich zu arbeiten in seinem Bereich, aber wird natürlich auch stark gemessen an den Integrationsmöglichkeiten dann von diesen Leuten. Können sie ihre Lehre bestehen, wie können sie integriert werden im ersten Arbeitsmarkt und so. Also da sind beide Zielsetzungen sehr, sehr wichtig. Wo halt beim Küchenchef in einem herkömmlichen Hotel der wirtschaftliche Teil viel, viel höher ist als das andere. Also da hat es einen grossen Impact. Dann Geschäftsprozess, haben wir ja schon ein bisschen angetönt mit diesen Checklisten und so, die Prozesse, wo vielleicht systematisierter sind ein bisschen als vielleicht in einem herkömmlichen Betrieb. Und Unterstützungsprozess, das geht auch um die Fachmitarbeiter, jetzt nur um die zu Integrierenden, nehme ich an?

A: Ja genau.

B: Habe ich auch gesagt, eben, dass man in gewissen Bereichen eine zusätzliche Sachen muss schulen und trainieren mit den Leuten, dass sie ihren Job gut können machen. Optimierung, Erneuerungen ...

A: Das kommt erst nach nachher, aber das ist gut sonst so, ja. Dann würden wir zu den sogenannten Ordnungsmomenten kommen, also das ist jetzt auch innerhalb vom Unternehmen, Thema Strategie, Strukturen, Kultur.

B: Genau. Kultur haben wir angesprochen gehabt, die ist sehr stark geprägt natürlich von dem sozialen Engagement. Im eben Umgang miteinander, in der Werthaltung, in der wertschätzenden Grundhaltung und so, oder? Das ist da drinnen.

A: Eben, da gibt es, wenn man ein bisschen in der Literatur schaut, da heisst es zum einen, das Unternehmen braucht eine gewisse Kultur, Unternehmenskultur, dass überhaupt eine berufliche Eingliederung möglich ist.

B: Da würde ich sagen, ja.

A: Gleichzeitig geht man aber davon aus, dass natürlich die berufliche Eingliederung auch die Unternehmenskultur fördert.

B: Unbedingt, ja. Unbedingt. Dann Strukturen, tut es natürlich beeinflussen, wenn sie so einen grossen zusätzlichen Mitarbeiterstab noch haben, wo eine gewisse Betreuung braucht, dann braucht es auch andere Strukturen, wo dann auch die Betreuung sicherstellt. Und Strategie, ja, da ist eben der

Einfluss im Bereich Kommunikation, glaube ich, wo man eigentlich dem Gast natürlich den Zusatznutzen probiert klarzumachen.

A: Ja, das ist doch gut. Dann kämen wir zu den Entwicklungsmodi, das heisst eben, Weiterentwicklung, zukünftige Ausrichtung vom Unternehmen in Bezug auf Optimierung von der Organisation, Erneuerung, Weiterentwicklung. Sehen Sie da gewisse Aspekte, jetzt auch in Bezug auf die berufliche Eingliederung, wo man da muss berücksichtigen, oder es Implikationen gibt?

B: In dem Bereich haben wir auch oft ein bisschen Reibungspunkte und ein bisschen verschiedene Sichtweisen, oder? Einerseits möchten wir ja Leute beschäftigen, jetzt gerade in den geschützten Arbeitsplätzen natürlich, wo sonst keine Beschäftigung finden im ersten Arbeitsmarkt, oder? Also wenn wir jetzt über das noch kurz reden, nicht nur um die berufliche Integration, sondern auch um die geschützten Arbeitsplätze. Und dann halt vielleicht gewisse Arbeiten immer noch machen, wo eigentlich aus wirtschaftlichen Überlegungen gescheiter ein Computer würde machen oder irgendwie automatisiert oder digitalisiert oder so, oder? Auf der anderen Seite, für die berufliche Integration müssen wir natürlich das ausbilden, wo nachher gefragt ist auf dem ersten Arbeitsmarkt, also macht es wenig Sinn, wenn wir einen Haufen Zeit verlieren mit Arbeitsbeschäftigung, damit er beschäftigt ist, und dafür das, wo nachher wirklich gefragt ist am ersten Arbeitsmarkt, nicht können schulen aufgrund von der Struktur, also ich bin persönlich bin davon überzeugt, dass wir müssen den Betrieb genauso optimieren und genauso digitalisieren, zum Beispiel, oder automatisieren, wie wenn er total im Markt draussen wäre, absolut, weil wir ja müssen unsere Leute ausbilden, dass sie nachher das können, wo sie im ersten Arbeitsmarkt brauchen. Wenn wir Sachen trainieren, wo gar nicht gefragt sind im Arbeitsmarkt, weil das dort bereits automatisiert ist oder digitalisiert ist, nützt es nichts, oder? Genau. Das ist so ein bisschen eine Herausforderung auch, jetzt gerade in dieser Zeit von der allgemeinen Digitalisierung, wo enorm schnell vorangeht, auch in unserem Bereich natürlich, was sollen wir noch automatisieren und digitalisieren, mit dem Risiko, dass man die Leute vielleicht nicht mehr kann beschäftigen mit diesen Aufgaben, wo sie bis jetzt gehabt haben, welche Aufgaben kann man ihnen dann geben, welche Skills müssen wir trainieren, dass sie dann wirklich am ersten Arbeitsmarkt auch etwas können anbieten schlussendlich, oder? Aber das ist natürlich ein Prozess, wo andere Betriebe auch haben, in welche Digitalisierung investiert man jetzt, auf welches Ross setzt man da. Und vielleicht ist es ein Ross, wo in zwei Jahren tot ist und dann hat man halt in das Falsche investiert, oder? Das passiert ja in anderen Betrieben auch. Aber jetzt nur nicht automatisieren oder nicht digitalisieren mit dem Argument, ja, wir müssen ja die Leute beschäftigen, das ist sicher falsch aus meiner Sicht. Darum eben, im Bereich Optimierung müssen wir uns genauso optimieren wie andere Betriebe auch. Ich glaube nicht, dass das ein Vorteil ist für die Optimierung von den Prozessen, die Integrationsmassnahmen, weil man denkt, die müssen irgendetwas zu tun haben, die müssen ja auch irgendwie verstehen, wie die Prozesse sind hinter der Digitalisierung, oder? Aber ja, wie viel Zeit willst du denn verbringen mit

dem Schulen vom Prozess, wo eigentlich mittlerweile die Maschine eigentlich selbstständig kann. Genau, also das gibt recht viel zu diskutieren, die Optimierungsgeschichte, und auch die Erneuerungsgeschichten, oder? Das ist halt einfach, wenn man immer gleich und so ... Das ist halt so, oder? Man hat weniger Druck zur Erneuerung, weil wir halt ein bisschen mehr Hände und Füße zur Verfügung haben. Und da muss man sich selber Druck machen, dass wir am Ball bleiben, oder? Genau. Also da ist es eher hemmend. Habe ich das Gefühl, ja.

A: Okay, ja. Spannend, ja. Wo sehen Sie Auswirkungen und Implikationen auf verschiedene Anspruchsgruppen jetzt von einem Unternehmen? Lieferanten, Konkurrenten, Kapitalgeber, Kunden, Mitarbeitende, allgemein die Öffentlichkeit, Medien.

B: Was die Auswirkungen sind auf die einzelnen? Oder was Herausforderungen ...

A: Oder wo sehen Sie da Implikationen in Bezug auf die einzelnen Stakeholder?

B: Es tut mir leid, ich verstehe die Frage nicht. Also was impliziert wo?

A: Eben, ich sage jetzt mal, berufliche Eingliederung hat das zum Beispiel einen besonders positiven Effekt auf Kapitalgeber, wenn Sie jetzt zum Beispiel Kapital brauchen.

B: Ja. Das würde ich behaupten, ja, dass man ringer vielleicht jetzt zu Geld kommt als herkömmliche Betriebe, das würde ich sagen. Das ist so, ja. Wenn man natürlich einfach noch zusätzlich etwas kann in die Schale legen, einen besseren Wert in die Schale legen. Gerade bei speziellen Banken, zum Beispiel wir arbeiten jetzt mit der Alternativen Bank Schweiz zusammen, wo nicht möglich wäre, ohne das soziale Engagement, dann hätten wir dort kein Geld bekommen von denen.

A: Genau. Eben Kunden, das haben wir schon miteinander diskutiert.

B: Haben wir eigentlich ausführlich. Und Mitarbeitende auch. Eben da ist wirklich speziell, dass wir sehr eine tiefe Fluktuationsrate haben im Vergleich zu anderen Gastronomiebetrieben. Und ein bisschen weniger Mühe haben, Fachpersonal zu finden, als andere Gastronomiebetriebe, weil wir halt einfach noch einen zusätzlichen Wert in der Arbeit versteht, wenn man bei uns arbeitet, wo es in anderen Betrieben nicht gibt, oder? Also es ist einfach mehr als arbeiten für Lohn bei uns. Ja, der Lohn ist wichtig, aber es gibt einfach noch einen zusätzlichen Wert von der Arbeit. Das verstehen unsere Mitarbeiter und rekrutieren dann vielleicht andere Leute oder so, oder es gibt auch Spontanbewerbungen zum Beispiel von Leuten, wo sagen „Ich finde das super, was ihr macht und so, habt ihr eine Stelle frei?“ Oder so, das passiert sonst ein bisschen weniger in einem gewöhnlichen Betrieb als bei uns, also auf die Mitarbeiterrekrutierung hat es einen Einfluss und auf die Fluktuation.

A: Okay.

B: Öffentliche Medien und so ist klar, das ist immer von Interesse natürlich, solche Themen, wo wir bearbeiten. Da haben wir sehr viel Wohlwollen in der Öffentlichkeit. Staat ist ... Natürlich die enge Zusammenarbeit sowieso mit

dem Menzihuus, man kennt sich und so, durch das ist jetzt zum Beispiel der Kanton Glarus regelmässig bei uns Gast ist, und natürlich unsere Institution unterstützt, da profitieren wir davon. Bei den Lieferanten, glaube ich jetzt nicht, dass es einen Einfluss hat, ausser dass einfach die Einkaufsstrategie von uns, oder? Dass wir natürlich eben in der Region einkaufen, wir eigentlich Biowaren einkaufen und so. Aber wir finden gleich leicht oder gleich schwierig Lieferanten wie bei einem herkömmlichen Betrieb. Und bei der Konkurrenz, da gibt es natürlich schon Mitbewerber, wo das Gefühl haben, (unv.) pensioniert und wir müssen da nicht profitabel arbeiten, und weiss ich, was man da alles hört, das ist halt so, also ... Ja, klar, also ja, da kann man einfach nur mit einem guten Preis-Leistungs-Verhältnis natürlich entgegenhalten und ... Aber wir sind sehr gut integriert natürlich auch in das touristische Angebot von der Umgebung, und arbeiten aktiv mit natürlich am touristischen Angebot, das ist sicher wichtig, dass man auch immer wieder beweist, dass wir ein normaler Betrieb sind, wo sich selber muss finanzieren und halt jeder Franken, wo wir verdienen wollen, müssen wir zuerst verdient haben, genau wie jeder andere Betrieb auch. Wir haben den grossen Vorteil als Genossenschaft, dass wir nicht ein Spekulationsobjekt sind in dem Sinn, oder dass wir nicht müssen eine Dividende erwirtschaften, das ist sicher ein Vorteil zu anderen Mitbewerbern.

A: Als nächstes Interaktionsthemen, das wären, in Bezug auch mit Wechselwirkungen mit der Gesellschaft, beziehungsweise Ressourcen, Normen und Werte in der Gesellschaft, Anliegen und Interessen. Sehen Sie da eine Veränderung, was die berufliche Eingliederung betrifft, in der Regel beschäftigt man sich ja erst damit, wenn es einen selber betrifft, oder merken Sie, ja, das Interesse ist zunehmend da?

B: Nein, das habe ich nicht das Gefühl, dass das zunehmend ist. Nein, es ist so, dass man sich erst damit beschäftigt, wenn es einen betrifft. Jetzt zum Beispiel auch bei der Integration von unseren Lernenden, müssen wir sicher mehr leisten als jemand, der eine Anstellung bekommt irgendwo, wo man wirklich persönlicher Kontakt braucht und so, oder? Weil er hat einen gewissen Vorbehalt auch (unv.) potenzieller Arbeitgeber. Von dem her, glaube ich nicht, dass es gesellschaftlich so weit wäre, dass wir jetzt schon versteht, dass das ein wichtiges Engagement ist.

A: Und in der Interaktion eben mit der Umweltsphäre, sind das so übergeordnete Themen wie Gesellschaft, Natur, Technologie, Wirtschaft. Sehen Sie da gewisse Berührungspunkte?

B: Der Gesellschaft müssen wir immer wieder erklären, wie wichtig die Arbeit ist, dass die Leute nicht am Bahnhof rumhängen alle, wo bei uns beschäftigt sind oder so, aber das versteht die Gesellschaft nicht von sich aus. Das ist eine Randgruppe, wo man nur wahrnimmt, wenn man sich dafür interessiert, oder? Dann Natur, sind natürlich eben Trends da, jetzt zur Nachhaltigkeit, zur Regionalität und so, wo wir einen absoluten Vorteil haben, weil wir schon seit Jahrzehnten eigentlich auf die Thematik setzen und jetzt halt glücklicherweise vielleicht sogar ein bisschen Vorsprung haben gegenüber unseren Mitbewerbern in dem Bereich. Technologie, jetzt bei unseren

Beeinträchtigt nicht, weil die sind in der Regel körperlich maximal leicht beeinträchtigt, wir arbeiten mit mehrheitlich psychisch Beeinträchtigt zusammen, darum technologisch brauchen wir da keine zusätzlichen Infrastrukturen oder so. Und dann wirtschaftlich, glaube ich auch nicht, dass der Einfluss enorm gross ist. Wie gesagt, das Preis-Leistungs-Verhältnis muss stimmen, sonst kommt der Gast nicht mehr und entsprechend sind wir (unv.) Markteinnahmen, wie jeder andere auch.

A: Ja, das ist doch gut. Danke. Noch eine kleine zusätzliche Frage. Wie schätzen Sie das ein, wenn sie jemanden nach einer beruflichen Eingliederung anstellen, ist die Person engagierter oder motivierter, als wenn sie vielleicht, also ich sage jetzt einmal direkt jemand in Anführungszeichen Normales anstellen? Oder muss man eher sagen, während der Eingliederung ist vielleicht jemand engagierter und bei einer Anstellung nach einer gewissen Zeit normalisiert sich das und nimmt vielleicht die Leistung auch eher wieder ein bisschen ab, jetzt unabhängig von gesundheitlichen Beeinträchtigungen.

B: Eben, das ist noch eine wichtige Präzisierung, ja. Ich glaube die Loyalität von so einer Person zum Arbeitgeber ist höher grundsätzlich, aber das Risiko besteht natürlich, dass die Krankheit, wo halt vorhanden ist irgendwo, dass die wieder ausbricht. Und das hat nachher einen Einfluss auf die Leistungsbereitschaft schlussendlich, oder? Wo aber einfach mit dieser Krankheit von dieser Person zusammenhängt und nicht mit der Einstellung zu der Arbeit, oder? Genau. Ja. Langt das so?

A: Ja, das ist doch gut. Tipp topp. Danke. Gut, dann hätten wir den Hauptteil hinter uns. Jetzt habe ich noch zwei abschliessende Fragen. Was ist Ihre Ansicht zu dem Thema, oder wie sehen Sie so das, wie sich die berufliche Eingliederung auf ein Unternehmen auswirkt? Haben Sie da noch zusätzliche Ideen, wo wir jetzt nicht besprochen haben oder Gedanken dazu?

B: Also persönlich bin ich davon überzeugt, dass es dringend nötig ist, die Leute irgendwo zu integrieren und ich hoffe, dass wir auch einen Beitrag leisten können dazu, oder? Was wirklich die Herausforderung ist, ist halt die Individualität von der Leistungsbereitschaft, von den Leistungsmöglichkeiten auch schlussendlich, das ist glaube ich sehr, sehr schwierig zu bewerten. Und ist jetzt ... Also wir haben ja immer wieder auch Fälle, wo wir eigentlich möchten beschäftigen, aber nicht attestierte IV-Erkrankungen haben in dem Sinn oder so, aber einfach nicht die hundertprozentige Leistungsfähigkeit haben. Und da einen Weg zu finden, das finde ich enorm schwierig. Auch ein Arbeitgeber, oder, weil es ist dann wie schwarz-weiss, entweder ist er ein IV-Bezieher und dann kannst du vereinbaren, was du willst schlussendlich, also das ist dann eine Sache der Verhandlung. Oder er ist es eben nicht, und dann untersteht er dem Landes-Gesamtarbeitsvertrag und fertig. Und dazwischen gibt es nichts. Und das wird der Situation nicht gerecht, habe ich das Gefühl. Auf der anderen Seite muss man die Leute auch schützen, dass sie nicht ausgenutzt werden oder so, das verstehe ich auch, aber es gibt halt wie Leute, wo noch dazwischen sind, und dir fallen dazwischen. Weil die Arbeitgeber natürlich auch keine Möglichkeit haben. Auf der einen Seite hat man den Landes-Gesamtarbeitsvertrag, wo Mindestlöhne vorschreibt, und

dass der Arbeitgeber kann den Lohn zahlen, muss die Person eine gewisse Leistung erbringen, sonst können wir uns das nicht leisten, oder? Geht nicht. Und da gibt es Leute, wo eigentlich halt nicht so viel Leistung können erbringen, wo auch bereit wären unter Umständen, das zu akzeptieren und zu sagen, ja, ein leistungsgerechter Lohn, ist vielleicht 70 Prozent von dem Mindestlohn vom Landes-Gesamtarbeitsvertrag, aber das darf man gar nicht vereinbaren, das ist nicht gesetzeskonform, und das finde ich schwierig, jetzt aus Sicht vom Arbeitgeber, wo er dann eigentlich wie die zwei Möglichkeiten hat, entweder eine IV-Unterstützung oder Landes-Gesamtarbeitsvertrag, und alle, wo nicht in dem Raster sind, fallen dazwischen runter. Vielleicht wäre es einfacher, Betriebe zu finden, wo bereit wären, Leute aufzunehmen, wenn man dort könnte wie individuellere Lösungen treffen. Wie das in der Praxis umsetzbar ist, weiss ich nicht, rechtlich auch, eben es gibt den Landes-Gesamtarbeitsvertrag und der ist grundsätzlich verbindlich, oder? Aber es gibt Leute, wo die Leistung, wo man dort als Minimum vorsieht, nicht erbringen können. Und die ... Ja, die schauen in die Röhre schlussendlich, weil dann probiert man, sie zu integrieren, und dann können sie die Leistung nicht bringen, und dann sagt der Arbeitgeber „Das stimmt für mich nicht.“ Oder? Also dort ist glaube ich noch Arbeit da, das zu organisieren.

A: Denken Sie, dass der langfristige Erfolg von Schweizer Unternehmen massgeblich auch wird von eben sozialer Verantwortung und Nachhaltigkeitsthemen wird abhängig sein? Oder ist das eher, ich sage jetzt mal, nice to have und sonst ... Marketing ...

B: Kommt drauf an, wie gross der gesellschaftliche Druck wird. Im Moment spürt man ja in der Gesellschaft den Druck nach nachhaltiger Wirtschaft, und ich persönlich bin davon überzeugt, dass sich dieser Druck eher noch wird erhöhen eben im Rahmen der Digitalisierung zum Beispiel, Automatisierung. Halt gewisse Leute werden aus dem Arbeitsmarkt herausfallen, und dann nimmt der Druck vielleicht sogar noch zu, wenn man immer mehr Leute hat, wo nicht kompatibel sind, was macht man mit denen schlussendlich, oder? Oder was kann man für Dienstleistungen machen mit diesen Leuten zum Beispiel, wo wieder gefragt sind auf dem Arbeitsmarkt, also ich persönlich bin davon überzeugt, dass die Regionalität, oder hausgemacht oder so, als Antitrend zu der Automatisierung und Digitalisierung, wird gefragt sein, wenn man das gut macht, kann man dort sogar Ertrag erwirtschaften wieder mit diesen Leuten, wo es nachher wieder rechtfertigt dann auch, einen gewissen Lohn zu zahlen. Oder die gesellschaftlichen Veränderungen, die werden kommen, das ist schon in Gang, das läuft ja bereits, entsprechend ist es wichtig für den Mitarbeitenden, das zu lernen, wo man auf dem Arbeitsmarkt nachher kann anbieten schlussendlich, damit auch irgendjemand bereit ist, ihn einzustellen und zu entlohnen. Und da gibt es gewisse Leute, wo das vielleicht nicht können, oder? Und das wird wahrscheinlich den Druck auf nachhaltige Wirtschaft erhöhen, hoffentlich, und dann müssen sich Betriebe umstellen, denke ich. Eben, es wird Produkte geben, wo wirklich der Preis das Hauptargument ist, wird es auch in Zukunft geben, und dann wird es

Produkte geben, wo halt einen höheren Wert haben für den Konsumenten, wo er auch bereit ist, einen höheren Preis dafür zu bezahlen. Genau.

A: Gut, dann wären wir am Ende vom Interview. Danke nochmal ganz herzlich für die Teilnahme.

B: Gut. Kann man abstellen.

A: Genau.

B: Hat es noch Batterie?

A: Genau.

Smartpedia GmbH

Transcription Expert Interview Smartpedia GmbH

Company: Smartpedia GmbH, Wetzikon
Implementation: 24.06.2020 12:50 - 13:30, personally in the company
Interviewer (A): Boris Miethlich
Expert (B): Sevdaim Murati

Transcription (English translation):

A: Exactly, I am actually studying the effects of vocational integration in SMEs. Simply in general. And I do that on the basis of case studies, so from my work I know that it has certain positive influences or even business management. For one thing, whether you can keep an employee when he or she is ill, maybe use him or her in a different way, has a positive effect on the team, where people see, but the employer also continues to look at you or keeps someone. Or also that these are usually very committed people and they get a chance again, so from experience.

B: Okay.

A: Right. And just, in literature there is actually almost nothing. And that's why I chose this as the topic for a dissertation, yes. Now I just don't know whether you can answer that from the company's point of view now, or whether you'd say, maybe before, that doesn't really matter.

B: Right, yes.

A: Right. So the introductory questions, that's what I actually did, that's what we discussed.

B: Yes.

A: You already have experience with professional integration.

B: Yes I do, yes.

A: With employees. You see ... What do you have in the company now or before, did you have a CSR strategy, a strategy or approaches to corporate social responsibility? Or how did you handle it?

B: No, I would say that we have never had the social aspect, which is not very well defined in SMEs. I have never seen any social aspect taken into account, but rather the conscience of the owner or the person responsible, whether it is a manager or an owner. If he or she has a social streak and is in favour of this, it has been taken into account. So it is also important that the employee is kept on after they have had any incidents. We have also had this, let's call her XY, a woman who has had a slipped disc. Afterwards she also had to, just because of her back ... she had problems, she had to have a chair, a chair and a table, height-adjustable and, and, and. She fell out for a long time, but they still kept her. And that's because of partial relationship, interpersonal relationship, where you have. And on the other hand it is also due to the owner's or manager's vein, who says that it is not only the money that is perhaps lost at the beginning, but that you have a long-time employee.

A: Yes. The commitment is then more implicit, it depends on the person.

B: Yes, by the person. Really dependent on the person, right? Person-dependent and depending on how the sense of justice or the social vein is developed, isn't it?

A: Yes. Yes. Did you experience that you communicated that when you have integrated someone like that now, or social responsibility in general?

B: Yes, this is communicated. Or I have an example, they also say, like training companies for example, we always said, we are a training company on the road, right? Or they also mention that we say "Yes, we now have people who have come from the IV, or have been reintegrated, that we have reintegrated them and we take social aspects into account, always goes down well with customers, by the way, doesn't it? When you say "Hey, we take these things into account". The way you tell and say about possible partnerships with companies, mentioning things like that, that's already the case. Explicitly, that some company will record this or something, not, but if it comes down to it, address it, the social aspect has plus points, right?

A: And it is precisely in this respect that you would see integration as an important part of corporate social responsibility?

B: Reintegration, and that's where I see an opportunity for entrepreneurs, especially SMEs, because they can bring in theoretically experienced experts, where they come from any sector, newcomers to the company, for pasture reintegration with the measures from the state it's actually a great situation, a win-win situation, if the constellation is right for both, I otherwise find a good constellation. I think it's a good thing if you can take advantage of it, don't you?

A: Exactly yes. How many professional integrations have you accompanied?

B: Have been two.

A: Two.

B: Two. The Jonas and the ... I don't know what his name was, yes, two. No, three with Regula (unv.), who was internal.

A: Okay.

B: Three.

A: Yes. But two external?

B: Yes, two external and one where internal (unv.). Yes exactly.

A: Exactly, this is actually the transition to question eleven. That's exactly what it is ... We have just used vocational integration above all as, I would say, part of social responsibility, or was it also about, yes, recruiting personnel, as a possible way of recruiting?

B: I think one is a little bit connected to the other. On the one hand, you can bring in experienced people, or if it turns out that someone is experienced or comes from different sectors, reintegration, social aspect taken into account. Parallel to this comes the ... If you can reintegrate a person in this way, you can have a super person or a super-experienced person, where some people also agree with the (reduction?). So I say now once, a well qualified person makes a loss of salary, but in return he is reintegrated, can be integrated again in the economic sector and the company profits from the wealth of experience, from the integration measures, where the state gives, I see this

as a possibility, on both sides, one as the social aspect and the other as personnel recruitment. But I must say that from our experience where we have had it that people have either left after a certain period of time or they have left again. Or they haven't gotten to the point where they're (still) normal, have they?

A: Could you perhaps briefly describe a successful professional integration?

B: Yes, we have had the professionally successful (reorganisation?) in two specific cases out of three. It was that this woman came back after a long time where she had been with us and took over a better position.

A: Yeah okay, yeah.

B: And she did a great job, with these measures, where we should have done or have done for her, with the table, where we could have adjusted the height and all the stuff she had, she was able to do the job successfully and even we were able to keep one person out of the (unv.) situation, where we have known each other for years. This is the advantage, because good people are already difficult ... The other one joined us as an external person, first in the administration and later even took over the production management. So ... But coming from a completely different industry, but still slipping into the role of production manager is actually a success story, yes. So there are situations like that.

A: Good, so he was very well qualified?

B: Yes, very well qualified, yes, exactly. Been very well qualified. That's exactly what I'm saying, you have the opportunity to be very well qualified (unv.), even if you are not familiar with the industry, but that's not necessarily a disadvantage. It's like an external consultant who has a completely different perspective. And I see that as an advantage, don't you?

A: Do you see in this context, also in relation to the professional integration and the experience where you have made with it, that one had to say, yes, now through the deployment, through the integration, through perhaps the special adjustments, where someone needed at the workplace, that out of it some idea for some product or for a service arose, or that one could optimise processes for all employees?

B: I haven't experienced that now, but that would be a wishful thinking on my part, wouldn't it? I didn't experience it like that, but especially now in the concrete example in the current company, when I am searching now, I imagine that it is possible to acquire people where they are competent, experienced, well qualified, and can provide input for the company. If it is a start-up company, maybe to establish itself or to open another foothold, I can imagine that. But it depends on the person, yes.

B: How do you estimate the effort and the return now from a professional integration? Is it balanced or on balance ...

A: Depends on the person, doesn't it? I say, in principle I say, is it certainly a greater effort at the moment for the initial phase, because these are people from outside the industry, you have to add them to a new industry, and that takes time. So there's certainly a time in the beginning where you invest, you invest mainly time, and afterwards, if the person wants to, something should

come back, that it should cancel itself out in about the same way. And if you can keep the person and they are profitable, then it's a great ... Then that's the goal achieved, I say, isn't it? One is integration, where you can achieve, if he has already ... With this effort, where we have had, and profit is in balance. And the other is when this person brings you added value, then you have had more success with him.

A: How would you differentiate this from an intern otherwise?

B: To a trainee? A trainee would usually be someone who hasn't yet gained a lot of experience. Maybe he comes from a university or something like that, where he doesn't have the professional experience yet, and theory is certainly strong, but people who have professional experience, somehow five, six, years of professional experience, he knows in my opinion that there is always more practical relevance and that can be used.

A: Yes. Yes, that's good. Have there been any reactions or feedback, now from any partners or stakeholders, about the integration into the labour market?

B: Proponents now, right? So advocates, of course you have to pay a bit of attention to how you communicate that, right? If you put data protection in brackets again and say that you shouldn't give too much information, but you can say that where you have employees, they have benefited from their reintegration, and that we have a success story and that we take the social aspect into account, it may also be good for stakeholders, but it may also be good for customers. And of course you also have good cooperation with social institutions, such as AHV, IV, for example, you have good cooperation there, which brings back the appreciation, doesn't it? You do something to give back to society. And I think that's good, yes.

A: And what stakeholders do you think will be affected by your professional integration into the company? There is simply a list with many different possible stakeholders ...

B: Yes, as I said, the social aspect moves the customer, the clients, in my opinion. Doesn't it? People say we are social, we bring something to the table, and that is still appreciated by many companies, isn't it? Okay, they do social work. Correspondingly, even if your products are a bit more expensive now, or whatever, that you can also use that as an advantage. I can give you an example: with armasuisse, where I simply handle a project for armasuisse, a big project, we had a cooperation with the GEWA foundation.

B: Yes. I know it, yes.

B: The GEWA Foundation. And we placed it that way and they did it very ... armasuisse was very much in favour of it and said, great, GEWA Institute, then packed or made up all the things at a good price, but also, that was the social aspect above all, wasn't it? That this was a plus point for us, especially in the tender compared to other competitors, wasn't it? So the social aspect can be really helpful in this area.

A: So now, from your experience, you will be asked more concrete questions later on during the call for projects. Do you train apprentices, do you do something social there or do you just do that ...

B: No. This is not specifically asked. The invitation to tender is really effectively based on the product or what you will do in the process, then how and when, but we mention it and say "Hey, that's our partner, GEWA for example, they make up. Mention the social aspect in the presentation or in the presentation of the tender and say "We will do it this way and that way. And the social aspect has always been well received, it has been very, very well received. And if they also say that they are training apprentices, we work together with the IV Glarus in that case and reintegrate them, then the social aspect is also very welcome in, I say now in the project or with clients. In the economic aspect, as I said, if things go well, it's a win-win situation for the company, it's sufficient if income and expenditure remain in balance, that's okay, but on the other hand, if things simply don't harmonise, then you have to stop it pretty quickly, don't you?

A: Yes, that is so.

B: That's clear, that's the way it is ... I say the economic aspects are important, ethics for the company itself, the internal stakeholders, if I may say so, for the employees, where you see that, you do social work, it's also a good situation because it can affect all of us. That you have a need in the social aspect. Or if an IV case is being or has to be reintegrated, then you are happy if a company supports this, if a (non) company has been active, right?

A: No, that is good, yes.

B: Exactly, i.e. governmental, as I said, governmental is safe, you have the cooperation, suppliers are not very interested, or now what you are doing, but the customer is. You can now profit from the customers. Investors may have invested where, yes, an investor has already invested where, where says, yes, you also have social aspects, also (supported?), I'd say a soft aspect, not such a hard aspect, where I say, is decisive for the match, but a soft one in any case, yes.

A: Now we would change a little bit, I would say now, more to the organisational, to the organisational perspective. A little bit higher flight altitude. The question is, where do you see implications or effects on the business as such, now in terms of professional integration? (unv.) in relation to the processes ...

B: You have to take your time for that, don't you? And most employers underestimate that, that you squat down, because otherwise you have someone in the house, and you don't take the time to effectively explain the processes, the internal processes, to them. He is far from the industry, you have to take the time. Whether it is there depending on the person, where the person is, whether it is in the support process or in the management process or in the business process is an activity, it is different then, isn't it? If I get a production employee and reintegrate him, then it's actually relatively easy, because he effectively does his product, he learns how to produce it, how to do it, and then it's a bit of a series job, which is less of a problem than if I want to integrate someone in management. In management it becomes more difficult, because they have to have specialist knowledge, so how do you not put them under pressure? Many of them are afraid of being reintegrated, and

fear of survival can be a blockage under certain circumstances, so there too you have to be a bit sensitive. That's a bit where I say you have to be a bit sensitive. And I've also experienced this where I've seen that when the pressure has become too much, people have gone home, you have to show a bit of sensitivity there.

A: Yes. Yes. Now in terms of (unv.) moment, that would be strategy, structures, corporate culture, what effects or implications do you see there?

B: There is a positive aspect to the corporate culture, which shows the social commitment of the company, has a positive effect. It's rather difficult to get into the structure, or, if someone new comes in, it's a bit problematic with every change, and he has privileged Asterix conditions because he comes from the IV, I'm saying now, and he can take some time off if he wants to, and that can have a negative effect on other people, that he suddenly needs his time off for two hours or so, then you feel a bit disadvantaged as an employee, but if you communicate that well from the start and say "Hey, he's coming anyway." Everything that is in the frame, you must not say too much, because it could disturb the personality, that you just say, inform the people correctly, inform them in advance, person XY comes, he has them and them and that, he will have the time off, that everybody knows and it is plain text, isn't it? Because if that's not so well communicated and someone is away for half a day, then you think he'll get his pay and, and, and, and, and then there's a structural problem.

A: You would also say that this is also a higher requirement for leadership work, even if you have someone to integrate?

B: Yes. Absolutely, yes. Absolutely. That's where effective management is needed and I also say a sure instinct for how to communicate that, how to integrate the person, how to treat the person, very centrally, I think, yes, that you can integrate in a healthy way, yes.

A: Then, in terms of the issues of interaction, i.e. resources, norms and values, interests, where do you see points of contact now with the company and professional integration?

B: You do gain resources for it, I say now, in terms of time, but if you don't use them or if you use them wrongly, you lose them, so in some circumstances what I said before may give you the feeling of keeping the balance between investment and return, not that an employee will integrate someone for months or simply try to take them along, and in principle lose time for months and in the end you realise that you don't have the adequate person. Or, you have to have some resources. Norms and values are not a problem, because it is precisely because of these integration measures that people tend to be very cautious, reserved, and don't go out of their way to screw themselves. They don't elbow it out like other employees, where newcomers come in, they want to show themselves and all that, they don't really want that, they just want to have a secure job, don't they? The concerns and interests, that can of course be a bit different, that he might ... The interest of them is again that they basically have a job, although they might not find the job so interesting, and that can be a contradiction in terms ... So internally

for the employee, where now simply wanting a job, that he is titled as normal again, is a pressure, but actually not his job and what he imagines, but you have to reckon with the fact that he is doing a job now, where perhaps it does not correspond to his interest, but where it is temporarily a good solution that he is reintegrated, and from there he continues as a springboard.

A: Okay, yes. And then from the environmental sphere, i.e. social aspects, nature, technology, economic aspects.

B: Yes, the natural aspect can be said little about it, in society it is a good omen, in society it is certainly a good omen, where you can also represent. Technology and economy can sometimes bring an advantage with people where you effectively take on the role of an outsider in your company, where you have a totally different picture of economy, of technology, and can perhaps bring a positive input.

A: Yes, that is good. Then we almost had it. What are your personal views on the effects of professional integration on a company or on business success?

B: Not relevant. So the measures are not relevant for business success. I say it's nice to have, but you don't have to have it, right? I say it is a good representative thing. When you say "Hey, we offer this, we work socially, we think socially." That's a good point, an argument, but it has little effect on the success of the company.

A: Yes. And also not essential for survival.

B: Not essential for survival, yes.

A: Do you think that's my next question, the long-term success of companies in Switzerland is not dependent on corporate social responsibility or sustainability or such aspects?

B: I don't think I see it ... I don't think that it is crucial for the success of a company whether a social aspect is taken into account or whether reintegration is carried out or not. I simply say that you have to support your fellow human beings or people who need effective support, for the time being, if the company can tolerate it, but that it is a necessity ... It is necessary for our society, but not for the companies. The companies do not need it. A company prefers to hire an employee, he pays him, but in return he can expect something from him. The one who comes from integration, you cannot expect much from him, you hope for external input, you hope for ideas, you hope for opportunities, but you cannot expect much. That is where I say.

A: And from the customer's point of view, do other priorities count?

B: Yes. Definitely. Efficiency is still the decisive point, i.e. where you can earn money with what, and price is the decisive factor as a rule, quality and price, the social aspect is an (unv.) (vegetable?) It may be well received by the state, especially the federal government, if you work for the federal government or something, then the social aspect is looked at, but in the economy price and quality are decisive, aren't they? That is ...

A: Yes, that is good. Yes, then we have it already. Do you have anything else on the topic where I didn't ask you where you could find, but, that would still be an important aspect?

B: I think we have discussed pretty much everything, I think the procedure of the IV, how they do it, is a good thing, I think it's good, you have to ... It is certainly not easy to convince everybody, to convince all companies, because it is connected with effort, that's clear, but I also see it as a chance for people to get external opinions, where they could be considered, whether it brings added value or not, is then left open, but I see it as a possibility for both sides.

A: Yes, that is good. Tip top. Great. Thank you.

Transkription Experten-Interview Smartpedia GmbH

Unternehmen: Smartpedia GmbH, Wetzikon

Durchführung: 24.06.2020 12:50 – 13:30, persönlich im Unternehmen

Interviewer (A): Boris Miethlich

Experte (B): Sevdaim Murati

Transkription (Deutsch):

A: Genau, ich untersuche eigentlich die Auswirkungen von der beruflichen Eingliederung in KMUs. Einfach ganz generell. Und das mache ich anhand von Fallstudien, also so von der Arbeit her weiss ich doch, es hat so gewisse positive Einflüsse oder auch betriebswirtschaftlich. Zum einen, ob du einen Mitarbeiter kannst behalten, wenn er krank ist, vielleicht anders einsetzen, hat positive Auswirkung aufs Team, wo die Leute sehen, doch, der Arbeitgeber schaut auch weiter zu einem oder behält jemanden. Oder auch, dass das in der Regel sehr engagierte Leute sind und sie auch wieder eine Chance bekommen, so aus der Erfahrung.

B: Okay.

A: Genau. Und eben, in der Literatur gibt es eigentlich fast nichts. Und darum habe ich dann das auch gewählt gehabt als Thema für eine Dissertation, genau ja. Jetzt weiss ich halt nicht, ob du aus der Sicht jetzt vom Unternehmen jetzt das kannst beantworten oder ob du sagst, vielleicht eher vorher, das spielt ja nicht so eine Rolle.

B: Genau, ja.

A: Genau. Also die Einleitungsfragen, das habe ich eigentlich, das haben wir ja besprochen gehabt.

B: Ja.

A: Erfahrung mit der beruflichen Eingliederung hast du ja schon.

B: Ja die habe ich, ja.

A: Mit Mitarbeitern. Siehst du da ... Was hast du im Unternehmen jetzt oder vorher, habt ihr da jeweils auch eine CSR-Strategie gehabt, also so eine Strategie oder Ansätze, was die soziale Unternehmensverantwortung betrifft? Oder wie habt ihr halt das gehandhabt?

B: Nein, also eben den soziale Aspekt, sage ich, haben wir nie, in so KMUs wird das nicht gross definiert. Ich habe bis dato nie erlebt, dass irgendein sozialer Aspekt berücksichtigt ist, mehr dann das eigene Gewissen vom Inhaber oder von derjenigen zuständigen Person, ob es ein Geschäftsführer ist oder ein Inhaber. Wenn er eine soziale Ader hat und das befürwortet, ist das berücksichtigt worden. Also auch geschaut, dass man den Mitarbeiter eben behält, nachdem sie irgendeinen Vorfall gehabt haben. Wir haben das auch gehabt, nennen wir sie XY, also eine Frau, die hat einen Bandscheibenvorfall gehabt. Nachher hat sie auch müssen, eben wegen dem Rücken ... Probleme gehabt, hat sie müssen einen Stuhl haben, eben einen Stuhl und einen Tisch, höhenverstellbar und, und, und. Sie ist lange Zeit ausgefallen, aber man hat sie immer noch behalten. Und das ist aufgrund auch teilweise Beziehung, zwischenmenschliche Beziehung, wo man hat. Und andererseits eben auch aufgrund von der Ader vom Inhaber oder vom

Geschäftsführer, wo sagt, es ist nicht nur das Geld, wo jetzt vielleicht am Anfang verloren geht, sondern man hat einen langjährigen Mitarbeiter.

A: Ja. Das Engagement ist dann mehr so implizit, es ist abhängig von der Person.

B: Ja, von der Person. Wirklich von der Person abhängig, oder? Person-abhängig und je nachdem, wie das Rechtsempfinden oder die soziale Ader von ihm ausgeprägt ist, oder?

A: Ja. Ja. Hast du das erlebt, dass man das auch kommuniziert hat, wenn man jetzt so jemanden eingegliedert hat, oder allgemein soziale Verantwortung?

B: Jawohl, das wird kommuniziert. Oder ich habe ein Beispiel, sagt man auch, so Lehrbetriebe zum Beispiel, wir haben ja auch immer, gesagt, wir sind ein Lehrbetrieb unterwegs, oder? Oder man erwähnt auch, dass wir sagen „Ja wir haben jetzt da Leute, wo aus der IV gekommen sind, oder Wiedereingliederung gekommen sind, dass wir die dann wieder integriert haben und wir soziale Aspekte berücksichtigen, kommt immer gut an bei Kunden übrigens, oder? Wenn man sagt „Hey, wir berücksichtigen so Sachen.“ Wie man mögliche Partnerschaften mit Unternehmen dann auch erzählt und sagt, so Sachen erwähnen, das ist schon so. Explizit, dass irgendein Unternehmen das festhält oder so, nicht, aber, wenn es drauf ankommt, ansprechen, den sozialen Aspekt hat Pluspunkte, oder?

A: Und eben da die berufliche Eingliederung würdest du auch sehen als eigentlich grosser Bestandteil oder wichtiger Bestandteil auch von der sozialen Unternehmensverantwortung?

B: Wiedereingliederung, und dort sehe ich halt eben auch eine Chance für Unternehmer, gerade so KMUs, weil da können sie theoretisch erfahrene Fachleute holen, wo aus irgendeiner Branche kommen, neu in die Firma dazukommen, für die Wiedereingliederung mit den Massnahmen vom Staat ist es eigentlich eine super Situation, eine Win-win-Situation, wenn die Konstellation stimmt für beide, finde ich sonst eine gute Konstellation. Ich finde das eine gute Sache, wenn man das kann ausnützen, oder?

A: Genau ja. Wie viele berufliche Eingliederungen hast du schon begleitet?

B: Sind zwei gewesen.

A: Zwei.

B: Zwei. Der Jonas und der ... Weiss nicht, wie er geheissen hat, ja zwei. Nein, drei mit der Regula (unv.), die ist intern gewesen.

A: Okay.

B: Drei.

A: Ja. Aber zwei extern?

B: Ja, zwei extern und eine, wo intern (unv.). Ja genau.

A: Genau, das ist dann eigentlich gerade die Überleitung auch zur Frage elf. Eben ist dann das auch ... Eben hat man die berufliche Eingliederung vor allem genutzt eben als, ich sage jetzt mal, als Teil von der sozialen Verantwortung, oder ist es da auch darum gegangen, ja, Personal zu rekrutieren, als möglicher Weg von Rekrutierung?

B: Ich glaube das eine hängt ein bisschen mit dem anderen zusammen. Einerseits kann man eben berufserfahrene Leute holen, oder wenn es sich ergibt, dass jemand erfahren ist oder aus verschiedenen Branchen kommt, Wiedereingliederung, sozialer Aspekt berücksichtigt. Parallel dazu kommt die ... Wenn man eine Person so wieder kann eingliedern, einen super Mensch oder eine super-erfahrene Person kann haben, wo teilweise eben auch einverstanden ist mit der (Reduktion?). Also ich sage jetzt einmal, eine gut qualifizierte Person macht Lohnneinbussen, dafür ist er wieder integriert, kann sich wieder da in der Wirtschaftsbranche integrieren und die Firma profitiert vom Erfahrungsschatz, von den Eingliederungsmassnahmen, wo der Staat hergibt, ich sehe das als Möglichkeit, beiderseits, das eine als der soziale Aspekt und das andere als Personalgewinnung. Wobei, ich muss eben sagen, aus der Erfahrung, wo wir gehabt haben da, dass die Leute wieder nach einer gewissen Zeit entweder weggegangen sind. Oder dann eben auch noch nicht so weit gewesen sind, dass sie sich normal (halten?), oder?

A: Kannst du vielleicht ganz kurz eine erfolgreiche berufliche Eingliederung beschreiben?

B: Ja, wir haben ja die beruflich erfolgreiche (Reorganisation?) gehabt in zwei konkreten Fällen von dreien. Und zwar ist es so gewesen, dass diese Frau nach langer Zeit, wo bei uns gewesen ist, wieder zurück gekommen ist und eine bessere Position übernommen hat.

A: Ja okay, ja.

B: Und das auch super ausgeführt hat, mit diesen Massnahmen, wo man hätte für sie sollen machen oder gemacht hat, mit dem Tisch, wo man hat können höhenverstellbar und all das Zeug, wo sie gehabt hat, hat sie dann erfolgreich den Job können ausführen und sogar wir haben aus der (unv.) Situation eine Person, wo uns schon seit Jahren kennt, können behalten. Das ist der Vorteil, weil gute Leute sind ja schon schwer ... Die andere ist als externe Person dazugekommen, zuerst in die Administration und nachher sogar die Produktionsleitung übernommen hat. Also ... Aber total von einer anderen Branche gekommen ist, aber trotzdem in die Produktionsleitungsrolle reingeschlüpft, ist auch eine Erfolgsstory eigentlich, ja. Also die Situationen gibt es.

A: Gut, er ist also sehr gut qualifiziert gewesen?

B: Ja, sehr gut qualifiziert gewesen, ja genau. Sehr gut qualifiziert gewesen. Das ist genau das, was ich sage, man hat die Möglichkeit, sehr gute qualifizierte (unv.), zwar wo branchenfremd sind, aber das nicht unbedingt ein Nachteil ist. Sondern eben, das ist wie ein externer Berater, wo eine völlig andere Sicht hat. Und das sehe ich als Vorteil, oder?

A: Siehst du in dem Zusammenhang, eben auch mit der beruflichen Eingliederung und der Erfahrung, wo ihr damit gemacht habt, dass man hat müssen sagen, ja, jetzt durch den Einsatz, durch die Eingliederung, durch vielleicht die speziellen Anpassungen, wo jetzt jemand gebraucht hat am Arbeitsplatz, dass aus dem heraus irgendeine Idee entstanden ist für irgendein Produkt oder für eine Dienstleistung, oder dass man Abläufe optimieren hat können für alle Mitarbeiter?

B: Das habe ich jetzt so nicht erlebt, aber das wäre so eine Wunschvorstellung von mir, oder? Ich habe es jetzt nicht so erlebt, aber gerade jetzt im konkreten Beispiel in der jetzigen Firma, wenn ich jetzt suche, dann stelle ich mir genau das vor, dass man die Leute kann akquirieren, wo fachkompetent sind, Erfahrung haben, gut qualifiziert sind, und einen Input bringen können für die Firma. Wenn es ein Startup-Unternehmen ist, vielleicht, um sich zu etablieren oder ein anderes Standbein zu eröffnen, das kann ich mir vorstellen. Hängt aber von der Person ab, ja.

B: Wie schätzt du den Aufwand ein und den Ertrag jetzt von einer beruflichen Eingliederung? Ist das ausgeglichen oder unterm Strich ...

A: Hängt von der Person halt ab, oder? Ich sage, im Grundsatz sage ich, ist das im Moment für die Anfangsphase sicher ein grösserer Aufwand, weil das sind ja branchenfremde Leute, du musst sie in eine neue Branche hinzufügen, und das braucht seine Zeit. Also dort ist am Anfang sicher eine Zeit, wo du investierst, vor allem zeitliche Aspekte investierst, und nachher sollte, wenn die Person das will, etwas zurückkommen, dass es sich etwa im Gleichen wieder aufhebt. Und wenn man die Person kann halten und sie gewinnbringend ist, dann ist es eine super ... Dann ist das das Ziel übererreicht, sage ich, oder? Das eine ist die Integration, wo man schafft, wenn er schon sich ... Mit diesem Aufwand, wo wir gehabt haben, und Ertrag in Balance ist. Und das andere ist, wenn dir diese Person einen Mehrwert bringt, dann hast du ja mehr Erfolg gehabt mit ihm.

A: Wie würdest du das jetzt vielleicht noch abgrenzen jetzt zu einem Praktikanten sonst?

B: Zu einem Praktikanten? Eben Praktikant wäre ja meistens einer, wo noch nicht die grosse Erfahrung hat. Vielleicht kommt er aus dem Studium oder so, wo er noch nicht die Berufserfahrung hat, und Theorie sicher stark ist, aber die Leute, wo Berufserfahrung haben, irgendwie fünf, sechs, Jahre Berufserfahrung haben, der weiss in meinen Augen halt immer noch mehr Praxisbezug und das kann man einsetzen, verwenden.

A: Ja. Ja, das ist gut. Hat es dann auch Reaktionen gegeben oder Rückmeldungen, jetzt von irgendwelchen Partnern, Stakeholdern, eben zu der beruflichen Eingliederung?

B: Befürworter jetzt, oder? Also befürwortet, man muss natürlich auch ein bisschen drauf achten, wie man das kommuniziert, oder? Wenn man da Datenschutz ein bisschen wieder einklammert und sagt, man darf nicht zu viel Informationen geben, aber man kann sagen, dass man da den Mitarbeiter, wo man hat, eben von der Wiedereingliederung hat, und dass wir eine Erfolgsstory haben und dass wir den sozialen Aspekt berücksichtigen, auch gut kommt bei den Stakeholdern unter Umständen bei den Kunden, dass das gut kommt, oder? Und man hat natürlich auch eine gute Zusammenarbeit mit den sozialen Instituten, also gerade AHV, IV, zum Beispiel, da hat man eine gute Zusammenarbeit, das bringt ja dann auch die Wertschätzung zurück, oder? Man tut etwas zurückgeben der Gesellschaft. Und das finde ich gut, ja.

A: Und was denkst du, welche Anspruchsgruppen oder Stakeholder tangiert das jetzt, wenn du jetzt eine berufliche Eingliederung machst im Unternehmen? Es gibt da einfach so eine Liste mit ganz vielen verschiedenen möglichen Stakeholdern ...

B: Ja eben, wie gesagt, also der soziale Aspekt bewegt in meinen Augen der Kunde, die Kunden. Oder? Man sagt, wir sind sozial, wir bringen etwas, das wird von vielen Unternehmen immer noch gut geschätzt, oder? Okay, sie setzen sich sozial ein. Entsprechend auch, wenn jetzt deine Produkte ein bisschen teurer sind, oder was auch immer, dass du das auch kannst als Vorteil nutzen. Ich kann dir ein Beispiel sagen, mit armasuisse, wo ich für die armasuisse ein Projekt, grosses Projekt, halt einfach abwickeln, haben wir eine Zusammenarbeit gehabt mit der Stiftung GEWA.

B: Ja. Kenne ich, ja.

B: Die Stiftung GEWA. Und das haben wir so platziert und sie haben das sehr ... Die armasuisse hat das sehr befürwortet und gesagt, super, GEWA Institut, haben dann die Sachen alle verpackt oder konfektioniert zu einem guten Preis, aber auch eben, das ist der soziale Aspekt vor allem gewesen, oder? Dass das für uns ein Pluspunkt gewesen ist, gerade in der Ausschreibung gegenüber anderen Mitbewerbern, oder? Also sozialer Aspekt kann in dem Bereich wirklich hilfreich sein.

A: Also jetzt aus deiner Erfahrung nachher bei der Projektausschreibung konkreter gefragt. Tut ihr Lehrlinge ausbilden, macht ihr da sozial etwas oder tut ihr das einfach ...

B: Nein. Das wird nicht konkret gefragt. Die Ausschreibung basiert ja wirklich effektiv auf das Produkt oder was du im Prozess dann wirst wie wann machen, aber wir erwähnen es und sagen „Hey, das ist unserer Partner, GEWA zum Beispiel, sie konfektionieren.“ Den sozialen Aspekt erwähnen bei der Präsentation oder bei der Präsentierung von der Ausschreibung und sagen „Wir werden das so und so machen.“ Und der soziale Aspekt ist immer gut angekommen, das ist sehr, sehr gut angekommen. Und wenn man dort eben auch sagt, man bildet Lehrlinge aus, wir arbeiten zusammen mit der IV Glarus in dem Fall, und machen Wiedereingliederungen, dann ist der soziale Aspekt auch bei, ich sage jetzt im Projekt oder eben bei Kunden, sehr willkommen. Im ökonomischen Aspekt, wie gesagt, das ist, wenn es gut kommt, ist es eine Win-Situation fürs Unternehmen, es ist ausreichend, wenn Ertrag und Aufwand in Balance bleibt, das ist okay, andererseits, eben, wenn es einfach nicht harmoniert, dann muss man halt das ziemlich rasch auch abrechnen, oder?

A: Ja, das ist so.

B: Das ist klar, das ist so ... Ich sage die ökonomischen Aspekte bringen etwas, Ethik fürs Unternehmen an sich, also die internen Stakeholder, wenn ich das sagen darf, für die Mitarbeiter, wo das sehen, man tut sich sozial engagieren, ist es auch eine gute Situation, weil es kann jeden von uns treffen. Dass man einen Bedarf hat im sozialen Aspekt. Oder gerade ein IV-Fall wird oder wiedereingegliedert muss werden, dann ist man ja froh, wenn

ein Unternehmen das auch unterstützt, (unv.) Unternehmen tätig gewesen ist, oder?

A: Nein, das ist gut, ja.

B: Genau, also staatlich, wie gesagt, staatlich ist sicher, die Kooperationen hat man ja, Lieferanten, die interessiert das nicht gross, oder jetzt, was du da machst, aber den Kunden schon. Bei den Kunden kannst du jetzt profitieren. Kapitalgeber unter Umständen, ja, ein Kapitalgeber hat schon wo investiert, wo sagt, ja, du hast auch soziale Aspekte, auch (befürwortet?), also ich sage mal ein softer Aspekt, nicht so ein harter Aspekt, wo ich sage, ist matchentscheidend aber ein softer auf jeden Fall, ja.

A: Jetzt würden wir da ein bisschen, ich sage jetzt mal, mehr auf das Organisatorische, auf die organisatorische Perspektive wechseln. So ein bisschen eine höhere Flughöhe. Die Frage ist, wo siehst du Implikationen oder Auswirkungen auf das Geschäft als solches, jetzt bei der beruflichen Eingliederung? (unv.) in Bezug auf die Prozesse ...

B: Man muss sich Zeit nehmen für das, oder? Und das unterschätzen die meisten Arbeitgeber, dass man sich hinhockt, weil sonst hat man jemanden im Haus, und man nimmt sich die Zeit nicht, um ihm effektiv die Prozesse, die internen Prozesse, zu erklären. Er ist branchenfern, die Zeit muss man sich nehmen. Ob es jetzt da je nach Person, wo die Person ist, ob es im Unterstützungsprozess ist oder im Managementprozess oder im Geschäftsprozess eine Tätigkeit ist, ist unterschiedlich dann, oder? Wenn ich einen Produktionsmitarbeiter bekomme und den wiedereingliedere, dann ist es eigentlich relativ einfach, weil der tut ja effektiv sein Produkt, er lernt, wie man das herstellt, wie man das macht, und dann ist das ein bisschen eine Serienarbeit, das ist dann weniger das Problem, als wie wenn ich da im Management jemanden integrieren will. Im Management wird es schwieriger, weil der muss ein Fachwissen haben, wie setzt man ihn dann auch nicht unter Druck, viele haben ja da in dem Aspekt von der Wiedereingliederung bekommen Existenzangst, und Existenzangst kann unter Umständen eine Blockade sein, also auch dort muss man ein bisschen mit einer Sensibilität rangehen. Das ist ein bisschen, wo ich sage, da muss man ein bisschen sensibel sein. Und ich habe das auch erlebt, wo ich gesehen habe, ja, wenn der Druck zu hoch geworden ist, dann sind die Leute auch heimgegangen, dort muss man ein bisschen Sensibilität zeigen.

A: Ja. Ja. Jetzt in Bezug auf (unv.) Moment, das wäre eben Strategie, Strukturen, Unternehmenskultur, was siehst du dort für Auswirkungen oder Implikationen?

B: In der Unternehmenskultur hat es einen positiven Aspekt, das zeigt das soziale Engagement vom Unternehmen, wirkt sich positiv aus. In die Struktur ist es eher schwierig, oder, da kommt jemand Fremdes rein, bei jeder Veränderung ist es ein bisschen problematisch, und er hat ja, weil er von der IV kommt, privilegierte Asterix-Bedingungen sage ich jetzt, und er kann sich eine Auszeit nehmen, wenn er will, und das hat unter Umständen eine negative Auswirkung auf die anderen Leute, dass er einfach plötzlich jetzt einfach für zwei Stunden seine Auszeit braucht oder so, dann fühlt man sich

als Angestellter ein bisschen benachteiligt, aber wenn man das von Anfang an gut kommuniziert und sagt „Hey, er kommt so und so.“ Alles, was im Rahmen ist, man darf ja auch wieder nicht zu viel sagen, weil es die Persönlichkeit könnte stören, dass man sagt einfach, die Leute korrekt informiert, vorgängig informiert, es kommt Person XY, er hat die und die und das, er wird die Auszeit mal haben, dass es alle wissen und es ist Klartext, oder? Weil wenn das nicht so gut kommuniziert ist und jemand einen halben Tag weg ist, dann denkt man, er bekommt seinen Lohn auch und, und, und, und dann gibt es ein Strukturproblem.

A: Du würdest auch sagen, dass das nachher auch eine höhere Anforderung auch an die Führungsarbeit dann auch ist, wenn du jemanden hast zum Eingliedern?

B: Ja. Absolut, ja. Absolut. Dort braucht es eben effektiv Management und ich sage auch ein Fingerspitzengefühl, wie man das kommuniziert, wie man die Person integriert, wie man die Person behandelt, sehr zentral, finde ich, ja, dass man da gesund kann integrieren, ja.

A: Dann in Bezug auf die Interaktionsthemen, also Ressourcen, Normen und Werte, Interessen, wo siehst du da Berührungspunkte jetzt mit dem Unternehmen und der beruflichen Eingliederung?

B: Man gewinnt ja Ressourcen dazu, sage ich jetzt, von der Zeit her, aber wenn man sie nicht nutzt oder wenn man sie falsch einsetzt, verliert man sie, also unter Umständen kann dann das, was ich vorher gesagt habe, das Gefühl, die Balance zu halten zwischen Investition und Ertrag, nicht dass ein Mitarbeiter über Monate lang jemanden eingliedert oder einfach versucht, mitzunehmen, und im Prinzip monatelang Zeit verliert und am Schluss merkt man, dass man nicht die adäquate Person hat. Oder, da muss man ein bisschen die Ressourcen haben. Normen und Werte, das ist kein Problem, in der Regel sind die Leute ja eben aufgrund von dieser Integrationsmassnahmen mit diesen Existenzängsten eher sehr vorsichtig, zurückhaltend, und tun sich nicht gross ellbögeln. Sie tun nicht ellbögeln wie andere Angestellte, wo neu kommen, die wollen sich zeigen und so, das wollen die eigentlich ja nicht, sie wollen nur eine sichere Arbeitsstelle haben, oder? Die Anliegen und Interessen, eben das kann natürlich wieder ein bisschen unterschiedlich sein, dass er vielleicht ... Das Interesse von ihnen ist ja wieder, dass sie grundsätzlich eine Stelle haben, obwohl sie vielleicht den Job gar nicht so interessant finden, und das kann unter Umständen dann ein Widerspruch ... Also innerlich für den Angestellten, wo jetzt einfach einen Job will, dass er wieder als normal betitelt wird, ein Druck ist, aber eigentlich nicht sein Job und das, was er sich vorstellt, aber mit dem muss man halt rechnen, dass er jetzt einen Job macht, wo vielleicht nicht seinem Interesse entspricht, aber vorübergehend eine gute Lösung ist, dass er wieder integriert wird, und von dort als Sprungbrett dann weitergeht.

A: Okay, ja. Und dann noch von der Umweltsphäre, also das sind gesellschaftliche Aspekte, Natur, Technologie, wirtschaftlich.

B: Ja eben, der naturelle Aspekt kann man wenig dazu sagen, im gesellschaftlichen ist es ein gutes Omen, gesellschaftlich sicher ein gutes

Omen, wo man kann auch repräsentieren. Technologie und Wirtschaftlichkeit kann unter Umständen ein Vorteil bringen mit den Leuten, wo du effektiv als aussenstehende Personen in deine Firma aufnimmst, wo total ein anderes Bild haben von der Wirtschaftlichkeit, von der Technologie, und vielleicht einen positiven Input können bringen.

A: Ja, das ist gut. Dann hätten wir es schon fast. Was sind vielleicht deine persönlichen Ansichten eben zum Thema eben Auswirkungen von der beruflichen Eingliederung auch auf ein Unternehmen oder auf den Geschäftserfolg?

B: Nicht relevant. Also für den Geschäftserfolg sind die Massnahmen nicht relevant. Ich sage es ist nice to have, aber man muss es nicht haben, oder? Ich sage es ist eine gute repräsentative Sache. Wenn man sagt „Hey, wir bieten das an, wir arbeiten sozial, wir denken sozial.“ Das ist ein guter Aspekt, eine Argumentation, aber es hat auf den Unternehmenserfolg wenig Auswirkungen.

A: Ja. Und auch nicht überlebensnotwendig.

B: Nicht überlebensnotwendig, ja.

A: Denkst du, das ist meine nächste Frage, der langfristige Erfolg von Unternehmen in der Schweiz ist nicht abhängig auch von eben der sozialen Unternehmensverantwortung oder Nachhaltigkeit oder solchen Aspekte?

B: Ich glaube nicht, ich sehe es ... Ich glaube nicht, dass es entscheidend ist, ob man jetzt da einen sozialen Aspekt berücksichtigt, oder auch so Wiedereingliederungen macht oder nicht, für den Erfolg vom Unternehmen. Ich sage einfach mal, man muss die Mitmenschen oder die Leute, wo eine effektive Unterstützung brauchen, für den Moment unterstützen, wenn es das Unternehmen verträgt, aber dass es eine Notwendigkeit ... Es ist für unsere Gesellschaft notwendig, aber für die Unternehmen eigentlich nicht. Die Unternehmen, die brauchen es nicht. Ein Unternehmen holt sich lieber einen Angestellten, den zahlt er zwar, aber dafür kann er von ihm auch etwas erwarten. Der, der von der Integration kommt, von dem kann man sich nicht viel erwarten, man erhofft sich einen externen Input, man erhofft sich Ideen, man erhofft sich Möglichkeiten, aber man kann nicht viel erwarten. Das ist das, wo ich sage.

A: Und von der Kundenseite her zählen andere Prioritäten?

B: Ja. Ganz klar. Wirtschaftlichkeit ist halt effektiv immer noch der entscheidende Punkt, also dort, wo man kann Geld verdienen mit was, und da ist halt der Preis entscheidend in der Regel, Qualität und Preis, sozialer Aspekt ist ein (unv.) (Gemüse?). Es kommt vielleicht beim Staat gut an, eben gerade beim Bund, wenn man beim Bund arbeitet oder so, dann wird der soziale Aspekt angeschaut, aber in der Wirtschaft sind Preis und Qualität entscheidend, oder? Das ist ...

A: Ja, das ist doch gut. Ja, dann hätten wir es eigentlich schon. Hast du noch etwas zum Thema, wo ich jetzt nicht gefragt habe, wo du findest, doch, das wäre noch ein wichtiger Aspekt?

B: Ich glaube wir haben ziemlich alles besprochen, ich finde das Vorgehen von der IV, wie die das machen, ist eine gute Sache, ich finde das gut, man

muss ... Es ist sicher nicht einfach, alle davon zu überzeugen, alle Unternehmen davon zu überzeugen, weil es ist mit Aufwand verbunden, das ist klar, nur, ich sehe es eben auch als Chance, dass die Leute können effektiv externe Meinungen holen, wo einfach mal berücksichtigt werden, sie könnten, ob es dann effektiv Mehrwert bringt oder nicht, ist dann dahingestellt, aber ich sehe das als Möglichkeit, beidseitig.

A: Ja, das ist doch gut. Tipp topp. Super. Danke dir.

Qualitative content analysis: codes and their sub-codes

Data analysis: St. Gallen Management Model has been used to identify the categories of qualitative analysis. A deductive approach to data analysis has been followed, and a qualitative content analysis method has been used (Mayring, 2015). The generalization and reduction of the content analysis were made in one step. Six categories of codes and their sub-codes include the following:

- **Processes**
 - Management Processes
 - Business Processes
 - Support Processes

- **Structuring forces**
 - Strategy
 - Structures
 - Culture

- **Modes of development**
 - Optimization
 - Renewal

- **Stakeholders**
 - Investors
 - Customers
 - Employees
 - Public
 - Government
 - Suppliers
 - Competitors

- **Interaction issues**
 - Resources
 - Norms and values
 - Concerns and Interests

- **Environmental spheres**
 - Society
 - Nature
 - Technology
 - Economy

After an accident or severe illness, it may be difficult or even impossible to return to work due to a long absence from work or lasting impairments. In this case, vocational rehabilitation takes place in addition to health-related rehabilitation. There is some evidence in the literature that vocational rehabilitation contributes to increasing the profitability of companies. However, this phenomenon has not yet been comprehensively empirically researched. Therefore, this dissertation analyses and operationalise, from a holistic management perspective, the direct and indirect impacts of vocational rehabilitation on business. Besides, an explanatory model is provided for the optimal implementation of vocational rehabilitation and to realise the emerging potential.

A commitment to vocational rehabilitation does not directly but indirectly influence business performance. The direct impact of vocational rehabilitation is mainly at the operational level, which interacts with the normative level. The business performance benefits are realised primarily at the strategic level. This phenomenon is also reflected in the insight that vocational rehabilitation has a leverage effect on the existing resources and competencies. Furthermore, there is a positive correlation between the level of vocational rehabilitation integration, the maturity of the company culture and the increasing contribution to business performance.

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