



How remote work affects productivity and the  
future of work:

The Go-to-Market Strategy for Junto, the B2B  
Digital Nomad Program

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# Abstract

Remote work is the future of company cultures, and this paper will provide data on how much of the workforce will become remote in the upcoming years. An increasing workforce wants to enjoy the benefits and flexibility of the digital nomad lifestyle, known as digital nomadism. However, it is hard for employees to work remotely while separate from a stable office culture. Junto is a B2B remote work program that plans and organizes a one-month 'workation' for employees. It assists employees with the flexibility and work-life balance they desire to improve the company culture. The tools included are finding accommodation, flight plans, visa & legal services, financial planning for the trip, work-life balance tools, and manager to employee assistance. It allows employees to keep their current jobs while traveling and having stability. Companies, in return, gain a higher talent and loyal workforce.

This paper has valuable insights on non-start-up companies in traditional office cultures that would pivot to a remote working lifestyle based on a qualitative and quantitative research approach. This paper also acts as a marketing recommendation for Junto, which is recommended to market its services best by targeting non-start-up companies that would be open and benefit from its remote working program and services.

**Keywords: remote work program, Go-to-Market strategy, digital nomad, digital nomadism, future of work, productivity, remote work, technology, entrepreneurship, digital nomad experience, companies in remote work, quantitative, qualitative, B2B, market segmentation**

## Resumo

O trabalho remoto é o futuro das culturas da empresa, e este documento fornecerá dados sobre quanto da mão-de-obra se tornará remota nos próximos anos. Uma força de trabalho crescente quer desfrutar dos benefícios e flexibilidade do estilo de vida nómada digital, conhecido como nomadismo digital. Contudo, é difícil para os trabalhadores trabalharem remotamente enquanto se separam de uma cultura de escritório estável. O Junto é um programa de trabalho remoto B2B que planeia e organiza um "workation" de um mês para os empregados. Assiste

os empregados com a flexibilidade e o equilíbrio entre trabalho e vida pessoal que desejam para melhorar a cultura da empresa. As ferramentas incluídas são encontrar alojamento, planos de voo, vistos e serviços jurídicos, planeamento financeiro para a viagem, ferramentas de equilíbrio entre a vida profissional e a vida privada, e gestão da assistência aos empregados. Permite aos empregados manter os seus empregos actuais enquanto viajam e ter estabilidade. As empresas, em troca, ganham um maior talento e mão-de-obra leal.

Este documento tem conhecimentos valiosos sobre empresas não iniciantes em culturas de escritório tradicionais que seriam pivot para um estilo de vida de trabalho remoto baseado numa abordagem de investigação qualitativa e quantitativa. Este documento funciona também como uma recomendação de marketing para a Junto, que é recomendada para comercializar melhor os seus serviços, visando as empresas não iniciantes que seriam abertas e beneficiariam do seu programa e serviços de trabalho remoto.

**Palavras-chave: programa de trabalho remote, Estratégia de chegada ao mercado, nómada digital, nomadismo digital, futuro do trabalho, produtividade, trabalho remoto, tecnologia, empreendedorismo, experiência nómada digital, empresas em trabalho remoto, quantitativo, qualitativo, B2B, segmentação de mercado**

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# 1 Introduction

## 1.1 Preamble

Moving away from a traditional office space structure is key to the remote company framework of the future. With Junto, the goal is to help traditional companies with a five-day workweek, giving their employees the benefit of living a digital nomad lifestyle for 1 month – 3 months. This benefit will nudge the companies in the right direction towards future working styles. Junto is not creating the digital nomads of the future; it is shifting the company framework of the future.

## 1.2 Problem Definition

Remote working and the flexibility that comes with it was a trend among employees in technology-heavy industries, such as digital marketing, web development, and design, and this concept was initially known as “telework” (Vilhelmson, Bertil, and Eva Thulin. 2016). These industries allowed their employees to work from anywhere due to the nature of the industries. However, the incidence of Covid – 19, made remote working more accessible to the broader public, and younger people are more likely to switch to remote work (Brynjolfsson, Erik, et al. 2020.)

Both millennials and Generation Zs are looking to have the same flexibility and work-life balance included in the remote working lifestyle. The value of job security is decreasing with these younger generations. They seek flexibility and freedom and wish to avoid extreme working hours and irregular schedules. (Maloni, Michael, Mark S. Hiatt, and Stacy Campbell. 2019). Although, with the flexible work hours, employees come across difficulties when working remotely and traveling while being separate from a stable office culture. There is a rise in co-working spaces or ‘techno spaces’ such as cafés with WIFI that digital nomads and freelancers can work and self-manage (O’Brien, Michelle. 2011). Although these ‘digital nomad’ homes are more popularised, there is uncertainty and risk within the digital nomad culture, such as feeling lonely, isolated, and unsure of where to find work next (Sutherland, Will, and Mohammad Hossein Jarrahi. 2017).



If companies want to make their positions more attractive to new talent, they need to provide the flexibility and work-life balance that millennials and Generation Zs are looking for. With a rapid work environment and economy, flexible firms that can adapt their organizational structure are more likely to survive (Bajzikova, Lubica, et al. 2013). Start-ups especially are better at pivoting during a crisis with new innovations. For example, the specific characteristics of innovative start-ups enabled them to be better prepared to cope with the COVID-19 crisis than other types of firms (Kuckertz, Andreas, et al. 2020). However, non-start-ups or established companies will find it harder to pivot unless they keep innovating for the future of work. With Junto, we want to give people the stability of a non-start-up traditional office culture while making it easier for companies to give their employees the benefit of flexibility to work remotely.

The Covid-19 revolution has changed the way companies and employees work, and the workplace requires constant reinvention (de Lucas Ancillo, Antonio, María Teresa del Val Núñez, and Sorin Gavrilă Gavrilă. 2021). Junto's purpose for the remote working program, is to reduce the employee turnover rate for companies and to allow employees a stable work-life balance.

### **JUNTO The Company offering**

Junto is a B2B service that offers a platform to plan and organize a remote working program for employees for one month. It will assist employees with the flexibility and work-life balance they desire to improve the company culture. The tools included are finding accommodation, flight plans, visa & legal services, financial planning for the trip, work-life balance tools, and manager to employee assistance. Companies in return, gain a higher talent and loyal workforce.

### **1.3 Research aim and questions**

The paper aims to assess companies' interests in a remote working lifestyle to offer their employees. This paper acts as a blue print for a marketing plan for the start-up company Junto and will provide recommendations for a go-to-market strategy. The paper will research if

Junto should market its services by targeting large, medium, or small-sized companies who are flexible with their work environment.

**RQ1:** What is the demand: the willingness and ability of a company to purchase a one-month remote working program for their employees?

**RQ2:** Are start-ups more willing than established companies to purchase Junto, and which companies and industries are willing to convert to a remote work environment?

**RQ3:** How can Junto further the future of remote work and help the company's transition into a digital nomad world?

**RQ4:** What is a recommended go-to-market strategy for Junto?

## 2 Literature review

This chapter provides an overview of the theoretical literature background of relevant terms and concepts that will be applied to and contribute to the understanding of the thesis. The research conducted for this literature review is based on the keywords chosen specifically on the topic (Abstract). The main topics when identifying research articles were remote work, digital nomadism, the future of work, and B2B go-to-market strategies. Remote work was the main keyword for most of the articles selected.

### **2.1 Defining the digital nomad – what is it and where does it come from**

The term digital nomad was first coined in 1997 by Müller, who defined the term as a new generation of location independent freelancers, young entrepreneurs, online self-employed persons (Müller, Annika. 2016). Since 1997, there has been a steady rise in the remote working trend. These people no longer need a conventional office space because they can pick up their laptops and belongings and travel the world. Eliminating the physical office space offers the company cheaper real estate. In recent years people appreciated the flexibility

of remote work even more. With the start of the Covid – 19 pandemic at the beginning of 2020, the world had the opportunity to test the digital nomad lifestyle, such as the remote working culture and experience the advantages of this unique company-employee work relationship (de Almeida, Marcos Antonio, et al. 2021).

There is a difference between the terms *digital nomad* and *digital nomadism*. The term “digital nomad” describes a category of mobile professionals, who perform their work remotely from anywhere in the world, utilizing digital technologies, while “digital nomadism” refers to the lifestyle developed by these independent professionals (Hannonen, Olga. 2020). In conclusion, the digital nomad buzzword has been misused since its first introduction in 1997. However, a digital nomad is typically used to describe individuals who can pick up their laptops and work remotely where they want in the world geographically.

## **2.2 Work from Anywhere: Productivity effects of geographic flexibility**

Human capital is a vital source of a firm’s competitive advantage and increasing employee productivity is essential. In the remote working realm, there were initially work-from-home programs (WFH), and now there is an increased affinity for work-from-anywhere programs (WFA) (Choudhury, Prithwiraj, Cirrus Foroughi, and Barbara Larson. 2021). Work from anywhere is when employees have temporal and geographic flexibility, which is not related to monetary purpose or, “nonpecuniary”. The effects of WFA on productivity were researched from the U.S. Patent & Trademark Office (USPTO), which found a 4.4% increase in employee output without affecting the “incidence of rework,” in other words, without any effect on the actual work itself (Choudhury, Prithwiraj, Cirrus Foroughi, and Barbara Larson. 2021).

In the article “The City Paradox: Skilled services and remote work,” it explains how cities in the 21st century are a paradox, in that they are the most expensive places to live, and their inhabitants work jobs could be done from anywhere (Althoff, Lukas, et al. 2020). In America’s “densest cities” 45% of these jobs can be done from home or elsewhere. Therefore, there is no reason to live in these cities and spend their hard-earned money. Firms pay their employees a “density premium,” while many of the jobs could be done from home, although the minimum wage is increasing. Many jobs can be done remotely due to the Skilled Scalable

Services (SSS). A Skilled Scalable Service can create and communicate information on a larger scale using Information and Communication Technologies, or ICT capital (Eckert, Fabian, Sharat Ganapati, and Conor Walsh. 2020). In a newer paper in 2022, the conclusion after two years since the Covid-19 pandemic began, is that remote workers do not depend on local demand and the remote work potential reveals that jobs can be done from anywhere also pay higher wages on average (Althoff, Lukas, et al. 2022).

In conclusion, employees are getting more benefit for themselves and increasing their productivity when working from any geographic location. This finding is transformative for the future of work, and more companies should be flexible with their work-from-home versus work-from-anywhere policies if it is more beneficial for the company's overall productivity.

### **2.3 Future of work: Gig Economy Trend**

The gig economy is characterized by operating on a flexible, convenient, and need-based schedule (Lehdonvirta, Vili. 2018). This is achieved by connecting the operators with the sellers whenever needed on a 24 hour and seven days a week basis. There has been a shake-up in the labour market where freelancers, temporary workers, and consultants are getting more jobs than ever before. The gig economy is a type of workforce climate with short-term work, temporary contracts, freelancing, independent work for start-ups or agile firms in the industry. The gig economy is otherwise known as a sharing economy or a freelance workforce. The U.S. Bureau of Labor Statistics reported in 2017 that 55 million people in the U.S. are "gig workers," which accounts for approximately 34 percent of the U.S. workforce and was projected to increase to 43 percent in 2020 (Dumancic, Kosjenka, Ivana Nacinovic Braje, and Ana Aleksic. 2021). Companies benefit from the gig economy due to the high-quality work and losing less money. These freelancers are typically employed part-time and therefore do not have the benefits permanent employees do, such as healthcare, insurance, social security, bonuses, et cetera. However, freelancers benefit from the flexibility by not committing to a single employer. This is an advantage for aspiring freelancers who do not need training from the company, which also saves the company money. One in six workers would switch to a gig economy if they could (Deepak, Stephen. 2020).

## **2.4 Defining Go – to – Market Strategy**

### **2.4.1 Go-to-market strategy**

A go-to-market strategy defines how firms bundle the marketing strategy elements, such as the marketing mix to encourage users to adopt the product or service, (Kuester, Sabine, et al. 2018). It is typically employed when a new product or service is being brought to the marketplace, and the company needs to strategically tell the world to get as many sales as possible.

### **2.4.2 Marketing in a B2B context**

Building up a business-to-business (B2B) marketing campaign is a different process than with business-to-consumer (B2C), which is based on the individual. B2B marketing refers to any marketing strategy that is geared towards a business or organization (Decker, Allie. 2022). With the demographics of marketing to a business-to-business firm, the segmentation would focus on company size, time in position, and role within the company (Adigüzel, Selminaz. 2020). There are various types of B2B marketing strategies, such as the use of AI and technology, email marketing campaigns, and content marketing, which is all for the purpose of lead generation (Reis, Beatriz Baptista. 2019).

# **3 Company Overview**

## **3.1 Junto's History**

The idea of Junto came to fruition in a Lean Entrepreneurship project class at the Master's program of Católica Lisbon School of Business and Economics. The course lasted four months and consisted of an incubation process for start-up teams with groups of four to six students each. The Junto team had four students, including the author of this dissertation, and three other Católica Lisbon Master's students. The idea came from an insight that employees who work remotely for conventional non-start-up companies are suffering more from mental health issues than when they worked in the office. This insight comes from a crucial challenge of the Covid-19 pandemic relating to its effects on mental health (Bertoni, Marco, et al.

2021). This inspiration sprouted the initial idea for a Human Resources management system that specifically managed remote workers to create a feasible work-life balance.

The research was collected during the Lean Entrepreneurship project from the period February to May 2021, before the thesis dissertation commenced. The topic of the survey was an HR management system for the new remote working climate and if it is needed. A series of qualitative interviews was collected from HR managers coming from various international companies in France, Germany, and Portugal. The interviews were lengthy, and the summaries and insights are found in ([Appendix 2](#)). The main feedback from the HR version of the idea, before it became Junto, was that digital nomadism and remote work is the future and an excellent idea. However, most firms already have an HR system in place that works for the companies ([Appendix 2](#)).

The challenge for our start-up idea was finding what the unique differentiator is and what problem Junto is solving. After more research in the digital nomad domain, we realized that digital nomads are individuals living independent lifestyles. However, there are not many communities for companies that are willing to welcome a fully remote working lifestyle. The next idea's inspiration for the start-up was to conjoin the digital nomad world with established companies who need to transition to the remote working landscape. This idea became what the Junto idea is today, the business-to-business remote working program.

At the end of the four months, all Lean Entrepreneurship project teams from Católica Lisbon pitched their ideas with their teams in front of a panel of five judges whom each had personal start-up investing experiences. The Junto team's idea won the 2021 Best Entrepreneurship Award from the Católica Lisbon Center for Technology, Innovation, and Entrepreneurship (Católica-Lisbon – CTIE. 2021). To further the research to validate the Junto idea, writing the thesis on the topic was the most plausible way to execute the following steps and find the demand for this concept.

### **3.1.1 The Current concept for Junto**

The concepts that morphed into what is now Junto are the future of work, remote work, and established companies needing to attract employees with innovative mindsets. The current concept for Junto is a B2B remote working program. This business-to-business company promises to improve remote working conditions by offering companies a one-month remote working program as a benefit for companies to their employees.

As Junto's unique differentiator is to transition established companies into the remote working landscape, their primary target market is businesses. There are no restrictions on the demographics and industries of the companies, which is why one of the goals for the thesis research is to specify industries that would benefit the most from the service. In a highly competitive business environment, attracting talented employees is a critical success factor, and work-life balance strategies are essential to this success (Rodríguez-Sánchez, José-Luis, et al. 2020). The main goal is to attract companies who want to create a better incorporated work-life balance and are worried about losing talent to more flexible companies.

### **3.2 Junto's Industry & Competition**

The Junto company is a business-to-business (B2B) remote working program that promises to help transition established companies into the remote working landscape. The services offered include flight plans, accommodation in the new location, legal services for financials and visas, gym, health, and wellness memberships, Employee training, certifications, and remote working consultations. The benefits of these services are to improve company culture, create a digital working landscape and international lifestyle, and benefit the employee training processes. Employers can engage labour far more efficiently by breaking down jobs into components and using digital technology to virtualize some jobs (Lund, Susan, et al. 2012). Junto targets a niche market designed to target businesses instead of tapping into the individual digital nomads who already work remotely. Its focus is to aid businesses in transitioning to a more digital landscape and to show how remote working can benefit all companies, especially as a training platform.

According to the United States Department of Labor, the industry classification of Junto is Major Group 73: Business Services, "primarily engaged in rendering services... to business establishments on a contract or fee basis (United States Department of Labor). This is the

institutional classification of the company; however, to define the target market, Junto needs to be placed in the professional landscape.

The online gig economy includes remote workers, digital nomads, and freelancers. There are various types of companies in this industry, such as remote working programs like *Remote Year* and *Project Getaway*, which are companies that help freelancers and businesses have a one-year remote working experience. The remote working and digital nomad industries are relatively new in the marketplace (Hermann, Inge, and Cody Morris Paris. 2020). It is more challenging to create a competitor analysis for services in the remote working industry, otherwise known as the online gig economy, as it is a niche market. However, the Online Labour Index (OLI) was launched recently in 2016 to measure the global online freelance workers at scale and has become a point of reference for scholars and policy experts investigating the online gig economy (Stephany, Fabian, et al. 2021). The OLI is the first economics indicator that measures the utilization of online freelance labour across countries and occupations by tracking the number of projects and tasks in real-time (Kässi, Otto, and Vili Lehdonvirta. 2018). Based on the OLI in 2020, The industries with the greatest demand for online labour are, Software development and technology, with on average ~38% of a country's economic share. The Creative and Multimedia industry is next with ~20% of a country's economic share. Clerical & data-entry and Writing & Translation are the following two most prominent industries in the online labour index. This data is from the Online Labour Index (Stephany, Fabian, et al. 2021). Junto would be classified under the professional services industry, which has the smallest market share of ~2.5% in a single country globally.

### **3.3 The Competitors: Competitor Analysis**

Junto is a business-to-business (B2B) one-month remote working program. This benefits employees to have a traditional office culture in a new location to build better experiences and improve company culture. Generation Z will be 30% of the global economy by 2030, and if they have internet access to the same news and information as their peers around the world, geographical borders are less significant (Jancourt, Melissa. 2020). There is little information on the number of B2B digital nomad firms, but the market of individual digital nomads rose from 7.3 million in 2019 to 10.9 million in 2020 — an increase of 49% (Everson, M., S. King, and C. Ockels. 2021). Therefore, there are many competitors for this niche market of digital



remote working companies in the online gig economy industry and “workations.” Coworking retreats or the new buzzword, *workations*, are defined as a unique group experience outside the usual work environment with the right balance of work and leisure (Mendoza Villaneda, Sandra. 2019). However, workations is a relatively new term and can be defined broadly and include social and networking opportunities.

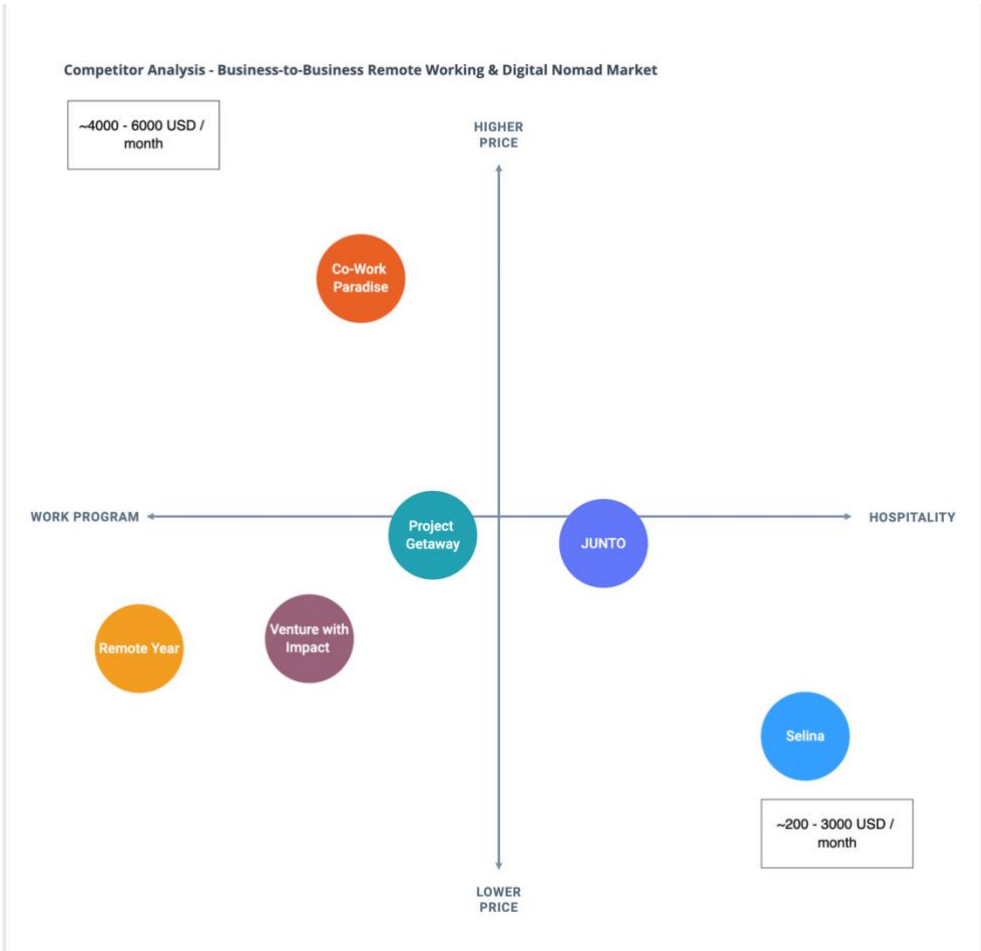
The academic literature on coworking retreats appears to be limited, most likely due to how new the industry is; however, a wide array of media articles and blog posts are written on the subject (Nara, Prasanna. 2021.) For example, the company *Remote Year* has the leading digital nomads travel program that includes digital nomads and business services globally. It has more holistic programs that include accommodation, travel plans, workspaces, and work training (Thompson, Beverly Yuen. 2021). After the backpacker phenomenon evolved into a lifestyle, the company *Selina* became the leading hospitality brand for remote working employees (Barroso, Catarina Fernandes, and Manuel Moreira Silva. 2020). *Project Getaway* is another one-month digital nomad firm, with a tropical getaway and a healthy balance of professional and fun events, for a higher price than *Remote Year*. *Project Getaway* has programs for already established teams and acts as an incubator for entrepreneurs wanting to start businesses in remote locations (Project Getaway. 2019). *Venture with Impact* is more of a digital nomad program for businesses. It is a “4-week coworking retreat that provides professionals with the opportunity to continue their career remotely while giving back through skills-based volunteer projects” (Venture with Impact. 2022).

*Co-Work Paradise* is a “business mastermind retreat designed to bring together successful entrepreneurs from all over the world,” with a six-week program (Costa, Celine Da. 2017). *Co-Work Paradise* is one of the more expensive digital nomad programs; however, it is more luxurious with higher end coworking and accommodation spaces. *WiFi Tribe* has a community of twenty digital nomads, that spends four to six weeks in various countries year-round. However, this program is just for individual freelancers and will not be used in the competitor analysis (*WiFi Tribe*. 2022).

Junto is a mix between the hospitality portion finding accommodation and acting as a remote work program for businesses, found in the competitor analysis diagram (Figure 1). There are two main segments in the remote working industry that the Junto company is a part of. The first are companies that offer remote working programs, and the second is the hospitality

brands specifically for remote workers and digital nomads. *Selina*, the leading hospitality brand for co-workers and remote travellers, is a niche market. Junto will incorporate the hospitality elements with the luxury branding and training for the business-to-business clientele. The price will be higher-end than *Selina's* and within the *Venture with Impact* and *Remote Year* price range ranging from 2000 – 3000 USD per month. A competitor analysis framework like the Porter's five forces model, analyses the competition between existing sellers to devise an optimal business strategy (Tomar, Deepak. 2020). An example of Porter's five forces, is the competitive profile matrix (CPM), that creates a visual perspective and conveys information about your competitive advantage and the basis for your company's strategy (Bygrave, William D., and Andrew Zacharakis. 2015). Since Junto is in the early stages and does not have enough marketing data to create a detailed Porter's five forces or a competitor profile matrix (CPM), a simpler version of the competitive analysis framework was created, which can be found in [Figure 1](#).

Figure 1: Competitor analysis diagram, Source: Figured created by Madelyn Thompson c. and company data referenced in text



# 4 Methodology

## 4.1 Design

The report aims to find the demand or willingness and ability for the Junto remote working program, and the results from this analysis will aid in creating a go-to-market strategy for the start-up idea. To find this demand, the study found respondents that matched the research from the literature review. The literature indicates there is an increase in demand for the work flexibility caused by remote work as it can enhance the organization's productivity (Chatterjee, Sheshadri, et al. 2022). There are approximately 60 million freelancers and remote workers worldwide, companies benefit from this gig economy, and freelancers benefit from the flexibility (Deepak, Stephen. 2020). If the research can affirm this demand for a remote working future, this will confirm that the Junto services will have success.

Junto's target market is focused on business-to-business and not individual freelancers. The Covid-19 pandemic created a mix of digital nomads between independent workers and traditional job holders (DeSilver, Drew. 2020.) The data was collected in a quantitative and qualitative based survey collected from 85 respondents over a four-week period from social media sites such as LinkedIn and affiliates from networking. As Junto is a B2B remote working service, two types of respondents were targeted. One group of survey respondents had a position in the company where people are working for them and therefore have the power to make decisions for their employees—for example, a Hiring Manager or a Chief Executive. To provide additional data, a second group of respondents consisting of 21 people, with 20 employees at a company and one freelancer who could respond to whether their company is in a position to use such a service. Both groups were sent the same survey to study the same characteristics and answers ([Appendix 1](#)).

Due to the convenience of online internet access and a wide reach of respondents, an online survey allows for an efficient form of data collection (Evans, Joel R., and Anil Mathur. 2018). This paper will take a mixed methods approach to the research, with primary quantitative and

qualitative data to provide conclusions from both sides of the spectrum (Guetterman, Timothy C., and Michael D. Fetters, 2018).

## 4.2 Questionnaire Method

The survey is divided into six parts, which include three main topics, along with two sections of the company demographics and a feedback section ([Appendix 1](#)). The three main topics are Outlook on Remote Work, Willingness to Purchase, and Remote Work Culture at the Company. The first topic has two parts, Part II qualitative and Part III quantitative. The quantitative section describes the Junto concept and asks for the thoughts on the concept and the future thoughts and expectations for remote work ([Appendix 1.3](#)). Qualitative questions in an interview-style setting are suitable measures of thoughts and behaviours on a topic ([Appendix 1.4](#)). Qualitative researchers study things in their natural settings to make sense of the topics and the meanings people bring to them (Njie, Baboucarr, and Soaib Asimiran. 2014).

A mixed methods approach to the research uses primary quantitative and qualitative data to provide conclusions from both sides of the spectrum (Guetterman, Timothy C., and Michael D. Fetters, 2018). If the researcher is interested in diving deeper into a particular topic from the participants' perspective, it is good to ask qualitative questions to aid the quantitative questions (Rosenthal, Meagen. 2016). To correctly measure the qualitative opinions of the future of remote work in Part III the respondents were asked four quantitative questions on a scale of 1-7 on a Likert scale, with 1 = "strongly disagree", and 7 = "strongly agree" ([Appendix 1.4](#)). The 7-point Likert scale was chosen as it is arguably more reliable and can perform better than the 5 point scale, as it provides more varieties of options and increased probability of meeting the objective reality of people (Joshi, Ankur, et al. 2015). For the study, respondents were asked a variety of questions on the topic of the future of remote work and digital nomadism and if remote work improves employee productivity to gather data on their understanding of the topic.

The deciding factor for the final analysis and go-to-market strategies and recommendations, are the consumer purchasing decisions. For second topic of the survey is Part IV, the respondent's willingness to purchase a service such as Junto's ([Appendix 1.5](#)). The purpose of

this section was to gather data to evaluate the respondent's potential purchasing decisions. The description of the section was, "How willing would you or your company be to use a service that plans and accommodates a one-month remote working trip?". The section was composed of six questions and divided into two parts, the quantitative and the qualitative. The quantitative were the first three questions that was constructed in a Likert scale, designed after the first section, however, it was altered on a scale of 1 – 7, where one question is 1 = "very unlikely," and 7 = "very likely," to permit and recommend such a service to the respondent's employees. The remaining two Likert scale questions were on a scale 1 – 7, where 1 = "not willing," and 7 = "very willing," to pay for the one-month trip and plan for the trip with inhouse services. The qualitative section consists of three questions with the same topic of the willingness to purchase. The questions were multiple choice based, asking how much they would be willing to spend. The amount a consumer is willing to spend on a purchase is a clear indicator of their perceived purchase value (Dhanabalan, T., et al. 2018). The other questions asked for the respondent's reasons for the purchases in a multiple-choice format and whether the service would increase employee loyalty.

The third and final topic of the survey, labelled Part V, aimed to define the respondent's remote work culture at their organizations ([Appendix 1.6](#)). Part V consisted of five questions, and the questions' construction followed the mixed methods approach of quantitative and qualitative to produce more scientifically sound and transferable results (Ivankova, Nataliya, and Nancy Wingo. 2018). Three of the questions were qualitative with a multiple-choice format, which allowed for more flexibility with their answers and enabled a perspective for the go-to-market strategy. The first question's purpose is to see how flexible the respondent's remote working culture is, and the respondents could choose if they either had a hybrid model, worked from the office, or if the company had freelancers. The next multiple-choice question gave the respondents a choice to choose the features and services they would want to have for a remote working trip. The purpose of this was to give examples to the respondents of the many services Junto could offer and to qualify which services are the most important to the target respondents. The last multiple-choice question qualifies how many of the respondents have a service like this and if they need one. This question aimed to find competition for Junto and ask the respondents if they are already using a service and if they still need Junto's services.

The survey concluded with a feedback portion, asking respondents what could have changed and what they liked about the idea ([Appendix 1.7](#)).

## **4.3 Sample**

### **4.3.1 Pre-test**

A pre-test was conducted with six respondents who hold management positions. The volunteers acted as mentors in the early stages of the survey to test the validity of the questions and offer recommendations for the analytical outcome. The main feedback was the lack of clarity of the idea, the length of the survey, and how the questions were not correctly formulated for the post-analysis. Based on the results of the feedback, some changes were made in the wording of the questions to present the quantitative portion of the survey accurately (Eckert, G. J., R. Jackson, and M. Fontana. 2010). The questions asked in the survey predicted the feasibility and analysis of the results. The feedback suggested that the initial questions were too repetitive, and the survey was too long. Therefore, the questions were modified to assess the topics more clearly, and the survey was refined to provide a more efficient user experience. Another comment was that the concept of the Junto service was not being explained adequately. The main message of the idea was altered to explain the one-month remote working and the future of work concept more clearly, as clarity provides more accurate and less convoluted results. These six feedback respondents came from various industries such as consulting, healthcare, and the arts, and they held the position of either a director or a Chief Executive. They were contacted via LinkedIn or emailed if there was a personal connection ([Appendix 5](#)).

### **4.3.2 Sample Respondents**

The respondents for the survey were found by social media and business-to-business channels such as LinkedIn, which was described in the literature as the main B2B marketing tool (Reis, Beatriz Baptista. 2019). The pre-test survey modifications and the final were sent to the respondents on LinkedIn or via email. An introduction message was sent along with the Google Forms survey link. Over 300 messages were sent between LinkedIn and some

Facebook forums to gain more of an audience, and the current samples consist of the 85 who responded ([Appendix 5.1](#)).

From the research constructed over a month-long period, some interesting insights arose. The demographics are not determinants for purchasing the Junto service. However, knowing the industry and role of the respondent's occupation is a deciding factor for the target market. Segmenting the market has provided value for industrial firms and has been a part of modern marketing for more than 40 years (Cortez, Roberto Mora, Ann Højbjerg Clarke, and Per Vagn Freytag. 2021). In summary, out of the 85 respondents, most of the respondents work at what the survey classified as “large” companies ([Appendix 6.1](#)). 48.2% work at large companies with 250 employees or larger, 23.5% work at medium companies with 50 – 250 employees, and 28.2% work at small companies with 10 – 50 employees. 81.2% of the respondents do not work at a start-up company ([Appendix 6.2](#)). This information can be found in Appendix 6, which shows a frequency table with the percentages of the demographics from data gathered using SPSS.

It is essential to assess customer needs and understand the pre-segmented market where they compete (Weinstein, Art. 2013.) Therefore, profiling the potential consumer for the remote working services is essential to capture the organization's roles signifying which respondents have a deciding role. The most significant percentage of respondents hold a Chief executive position, with 15.6%, the second-largest demographics was a Marketing Manager position with 14.3%, and then thirdly the Director position with 13%. Other respondents with higher-level decision-making positions are the Vice presidents (6.5%). 43% of the respondents in total are managers in the organization, with an Account Manager (3%), Sales manager (6.5%), Product Manager (5.2%) as the top percentages ([Appendix 6.3](#)). More than half of the respondents have employees working under them and the ability to make decisions for their employees. The other respondents were employees at the organization, such as an Executive Assistant position (2.6%), an Administrative Assistant (1.3%), and other assistant and specialist positions. Outliers consisted of a small percentage of respondents who are engineers, the one research scientist, a founder of a company, and a life skills coach ([Appendix 6.3](#)). These respondents come from a mix of the 18 industries from the respondents, with only Consulting & Strategy as the majority ([Appendix 6.4](#)).

Out of this sample, the cumulative majority, with 42% responded, "YES, they can work home the entire week," however, 17.3% responded, "YES, but we prefer they work at the office," meaning most of the respondents can picture a remote lifestyle. Based on the Likert scale, 45.8% selected the scale 7, for strongly agreeing that they believe remote work is the future of our job market. The majority, 47% said they were aware of the concept of "working from anywhere".

A chi-square test was conducted to see if there were any differences between the respondents' answers to the variables (Adams, Delene, Helen M. Paterson, and Hamish G. MacDougall. 2020). The null hypothesis and hypothesis are stated below, and the results can be found in [Appendix 9](#).

H 0 : There is no association between the start-up and non-start-up respondents.

H 1 : There is an association between start-up and non-start-ups respondents.

If the P-value is lower than the conventionally accepted significance of 0.05 ( $P > 0.05$ ), then we reject the null hypothesis for the Chi-Square test that indicates that there are significant differences amongst the variables (Rana, Rakesh, and Richa Singhal. 2015). The dependent variable is the nominal variable *Startup\_nonstartup*; the independent variables are the size of the company (*FullTimeEmployees*), the industry of the respondent's company (*IndustryOfOrg*), and the willingness to spend (*WillingnessToSpend\_ordinal*) ([Appendix 9](#)). Based off the Pearson Chi-square coefficient, the two variables that were statistically significant were *FullTimeEmployees* ( $<.001$ ), and *WillingnessToSpend\_ordinal* (0.009). The variable, *IndustryOfOrg*, was not statistically significant (0.498). These results indicate that there is a significant association between the willingness to spend, the size of the company, and the start-up status of the respondent. However, the industry of the organization that the respondent works for has no significant association with the company being a start-up. It must be noted that there were a significantly higher number of respondents from the non-start-up group (81%) than the start-up group (18%), which can skew the results ([Appendix 9.1](#)).

#### **4.4 Procedures**



When the 85 respondents' data was collected, the data was organized on Excel and then uploaded onto SPSS for analysis. Excel was useful for organizing the data and creating dummy variables for the qualitative data, and SPSS can distribute the values and label the data as either ordinal, nominal, or a scale measure (Roni, Saiyidi Mat, and Hadrian Geri Djajadikerta. 2021). Based on the nature of the data being a mix of ordinal, nominal, and scale measures, the analysis of the study was conducted using statistical analysis such as a non-parametric Mann-Whitney test and a non-parametric correlation Spearman's rho, as well as a Cronbach alpha reliability test. The Mann-Whitney test statistic tests two variables of data and if there are statistically significant differences between the two variables (MacFarland, Thomas W., and Jan M. Yates. 2016). The Spearman rank correlation assesses how two variables are correlated or ranked on the ordinal scale, which means the data and variables are in order (Hinton, Perry, Isabella McMurray, and Charlotte Brownlow. 2014). Before the main study, an internal consistency reliability test and some fundamental descriptive analyses of the different characteristics were performed.

#### **4.4.1 Reliability Analysis**

A linear regression on SPSS was conducted using on the quantitative Likert scale questions. However, the results were too significant. The Likert scale questions were then used in a Cronbach alpha to test for estimation of reliability (Amirrudin, Muhammad, Khoirunnisa Nasution, and Supahar Supahar 2021). The alpha measure of 0.6-0.7 indicates an "acceptable level of reliability", and 0.8 or greater is a reasonable level (Ursachi, George, Ioana Alexandra Horodnic, and Adriana Zait. 2015). The Cronbach Alpha test was reliable, with an internal consistency measure of 0.796 ([Appendix 10.1](#)). The standardized Cronbach Alpha score improved with an internal consistency measure of 0.816. The internal consistency of measures tests whether each item can independently measure the same concept (Bajpai, Shweta, and Ram Bajpai. 2014). This composite score dictates that 80% of the variance is considered a 'true' score variance and indicates that the data is reliable. Each item is therefore measuring the intended characteristics.

When the variable 15. *PlanTripInsideCompany*, (explained in [Appendix 13.1](#)) was taken out of the Cronbach Alpha analysis with all other variables held constant; the consistency measure improved slightly to .800 ([Appendix 10.3](#)). However, when item 20.

*PositivelyImpact\_CompanyCulture* (explained in [Appendix 13.1](#)) was excluded from the analysis, the Cronbach Alpha score decreased to 0.756 ([Appendix 10.2](#)). In conclusion, not having the variable 15. *PlanTripInsideCompany*, planning for the one month program, will increase the reliability scale. The characteristics analyzed are reliable according to the Cronbach Alpha analysis.

#### **4.4.2 Descriptive Analysis**

The main objective of this study is to analyze how willing and able companies are to purchase a one-month remote working program for their employees. A summary statistics was performed on the respondent groups who work in start-ups and those who work at non-start-up, more traditional companies. This analysis is performed in order to characterize the differences in regard to the mean and standard deviation ([Appendix 11.1](#)). The mean is the average of the data samples as an unbiased estimator, and the standard deviation is derived from the variance and used as a measure of uncertainty (Potter, Kristin, et al. 2010). For the purpose of the study, only the mean and standard deviation and not the median will be used for the analysis.

A descriptive analysis needs to check the assumptions, including the continuous data's normality. Since the sample population of this study is below 100, according to the central limit theorem, the violation of the normality could be an issue (Mishra, Prabhaker, et al. 2019). For a meaningful conclusion of the analysis, the Kolmogorov–Smirnov statistic test will be analyzed on SPSS to test the normality of the data. Kolmogorov–Smirnov can be used for larger sample sizes ( $n > 50$ ). The null hypothesis states that the data is taken from a normally distributed population, and when the p-value is larger than 0.05 ( $P > 0.05$ ), statistical significance is assumed, and the null hypothesis is accepted (Mishra, Prabhaker, et al. 2019). The null hypothesis cannot be accepted as the p-values were all less than 0.05, except for one variable, *PlanTripInsideCompany* ([Appendix 12.1](#)). The Kolmogorov–Smirnov test satisfies the assumptions of a parametric test, and as the normality cannot be assumed, a non-parametric Mann-Whitney U test will be performed. Non-parametric methods are often used to analyze data when the parametric methods are skewed or not normally distributed (Altman, Douglas G., and J. Martin Bland. 2009). The non-parametric statistic chosen to be used is the Mann-Whitney U test. As no statistical significances were found in

the non-parametric tests, the parametric normality test is accepted to provide accurate results even with skewed data (Fay, Michael P., and Michael A. Proschan. 2010).

## 5 Hypothesis

The main goal for the hypothesis and the research is finding the market demand for the remote working program start-up Junto. There are sub-hypotheses created based on each variable tested in the Likert scale format to test the willingness and ability for the demand of the Junto product. All eight Likert scale questions were included in hypothesis analysis to quantify a holistic analysis of the respondents.

### 5.1 Main Hypothesis

H1: There is demand for Junto, the B2B one-month remote working program.

The correct variables need to be introduced to the model to test the hypothesis. Therefore, the sub-hypotheses were developed and tested through independent t-tests and nonparametric tests to test their validity. The variables used for the hypothesis are the Likert scale questions are described in depth in Table 3, found in [Appendix 13.1](#).

### 5.2 Sub-hypotheses

Based on the variable's description found in Table 3, [Appendix 13.1](#), the variables sub-hypotheses are stated below:

*AwarenessofWFA H1.1:* Start-up companies are more aware of Working remotely from Anywhere than non-start-up companies.

*FutureofRemoteWork H1.2:* Start-up companies are more aligned with the future of remote work than non-start-up companies.

*RemoteWorkProductivity H1.3:* Start-up companies are more able to perceive remote work as improving employee productivity than non-start-up companies.

*WFAProductivity H1.4:* Start-up companies are more able to agree with working remotely from any geographic location to improve employee productivity than non-start-up companies.

*Permit/Recommend\_Remote Work H1.5:* Start-up companies are more willing to allow and recommend remote working trips to their employees as a benefit than non-start-up companies are.

*PayRemoteTrip Work H1.6:* Start-ups show a significantly higher level in the variable willing to spend than non-start-ups

*PlanTripInsideCompany H1.7:* Start-up companies are more willing to plan remote working trips within the company versus outsourcing than non-start-up companies are.

*PositivelyImpact\_CompanyCulture H1.8:* Start-up companies are more willing to spend more on a remote working trip service than non-start-up companies are, only if the service positively impacts the organization's culture.

To test the hypothesis, the variables were analyzed in SPSS. With the nature of variables being ordinal and nominal data, a non-parametric test and independent samples t-tests for each sub-hypothesis were conducted. The test allowed for the two variables at a time, the dependent and independent for each sub-hypothesis.

# 6 Analysis and Results

## 6.1 Analysis of Success Factors

### 6.1.1 Qualitative Analysis

Other factors such as remote work must be considered before analyzing how successful the start-up Junto would be for start-ups or non-start-up companies. The qualitative measures in the survey analyzed how remote work is being perceived in organizations currently and in the future. Qualitative results can lead to a new depth of understanding and a holistic approach to the results, which will help with the conclusions (Levitt, Heidi M., Andrew Pomerville, and Francisco I. Surace. 2016). The analysis was based on research from scholarly articles and digital and remote working blogs. The leading indicators in favour of the future of remote work were:

Reasons for liking remote work:

1. Flexibility & Work-life Balance
2. Digitalization and Advances in Technology
3. Enjoyment of discovering new places

Qualitative analysis on the expectations of the idea was implemented for the holistic understanding of how the Junto can feasibly work and generate KPIs (Zhao, Pengfei, et al. 2016). This analysis was based on the open ended questions answered by the survey respondents who understood the basis of their companies. The majority responded that they liked the idea; however, they do not know how it can be feasibly implemented or if their companies would be willing to purchase the program ([Appendix 3.1](#)). A Business Analyst working in Consulting explained that the idea, “sounds great” in practice, however, they would worry about time zone differences and logistics. The consensus of the qualitative portion of the survey is the perception of difficulty that traditional companies would have in transitioning to a more remote format instead of start-ups and more modern technology companies. Other respondents mentioned they see the service working in a training format rather than solely a work program, and how it could provide more, “flexibility and diversity

along with educational opportunities,” ([Appendix 3.1](#)). Further key insights gained were the importance of customer service for companies to have personal assistance anytime they need to call with questions, adding personalization that Junto tries to incorporate. This insight aligns Junto with the hospitality positioning, indicated in the competitor analysis diagram ([Figure 1](#), Appendix 4.1). As B2B offers have become more commoditized, the value of customer service is crucial when subjective considerations such as whether a product can reduce the consumer’s anxiety can play a significant role with purchase decisions (Almquist, Eric, Jamie Cleghorn, and Lori Sherer. 2018).

## **6.2 Results**

### **6.2.1 Independent Sample t-tests**

In order to test the sub-hypotheses and find if there is a market demand for Junto, for start-ups or non-start-ups, and if there are variables that would contribute to the future of work, parametric, the Kolmogorov–Smirnov test for normality was performed, and non-parametric tests, Mann-Whitney U tests were conducted for each variable. To test for reliability of the parametric tests, a certain distribution of data needs to be assumed, such as the normal distribution, the interval level of measurement, and assuming homogeneity of variances when two or more samples are compared (Garson, G. David. 2012). Non-parametric tests are ideal for handling non-normal data, and therefore do not rely on assumptions about the probability distribution of where the data was drawn from (Hoskin, Tanya. 2012.) The independent variable test if the respondent works for a start-up organization or not. Then it tests if respondents believe in the practice of remote work. For the variances in the data, when analysed in SPSS, the software can test for the equality in the variances and how it effects the data. SPSS can assume the equality of variances on the parametric and non-parametric outputs, (Kirkpatrick, Lee A. 2015). Due to a default assumption of the equality in variances, the t-tests, which are parametric tests, will be tested as normally distributed, providing a biased result. Testing both the parametric independent t-tests and the non-parametric Mann-Whitney U performed on each variable will provide more accurate conclusions.

### **6.2.2 Independent sample t-test results**

The variables tested with the independent sample t-tests are Likert scale questions from the survey analyzed. The variables are labeled in SPSS as scale data with a scale from 1 = “strongly disagree,” and 7 = “strongly agree”. Levene’s test for equality of variances is found by assessing the equality of variances using deviations from the mean and testing variance homogeneity (Derrick, Ben, et al. 2018). Each variable tested in the t-test has a significance p-value higher than 0.05, indicating the assumption that Levene’s test is not violated, and the t-test and variances can be trusted.

**Table 1**

Table 1: Independent sample t-test results, Source: Survey data analysis and created by SPSS program.

	Levene’s test for Equality of Variances		t	df	Sig. two-sided p	Mean difference	95% confidence interval of the difference		Mann-Whitney U test
	F	Sig.					Lower	Upper	
8. AwarenessOFWFA (1-7)	0.459	0.5	-0.051	83	0.959	-0.026	-1.049	0.997	0.755
9. Future of Remote Work (1-7)	0.545	0.462	-0.44	83	0.661	-0.159	-0.879	0.561	0.729
1. Remote Work Productivity (1-7)	0.157	0.693	0.852	83	0.397	0.368	-0.491	1.227	0.331
12. WFA Productivity (1-7)	5.48	0.022	-0.071	82	0.944	-0.029	-0.854	0.796	0.714
13. Permit/recommend remote work (1-7)	0.073	0.788	-0.54	82	0.59	-0.261	-1.222	0.7	0.426
14. Pay Remote Trip (1-7)	0.031	0.585	-0.204	81	0.838	0.52	-1.141	0.928	0.82
15. Plan Trip Inside Company (1-7)	1.355	0.248	-2.46	79	0.016	-1.345	-2.434	-0.257	0.017
20. Positively Impact Company Culture (1-7)	0.37	0.545	-0.416	83	0.679	-1.302	-7.299	4.696	0.487

The Null hypothesis for the independent t-tests would indicate that the two populations are equal in means,  $H_0: \mu_1 = \mu_2$  ("the two population means are equal"), (Stehlik-Barry, Kenneth, and Anthony J. Babinec. 2017). For the purpose of the research the two populations that are equal is in reference to the start-up and non-start-up groups.

$H_0: \mu_1 = \mu_2$  "Start-up companies and non-start-up companies have equal means."

### 6.2.3 Interpreting Independent sample t-test results

*H0.1:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally aware of the term working remotely from anywhere.

The variable *Awareness of WFA* (1-7), ([Appendix 13.1](#)). Levene's test for equality of variances has a p-value above 0.05 (0.500); therefore, the test is not violated, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05, (0.959), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, between the awareness of WFA and the start-up variable, with a p-value higher than .05 (.755). Therefore, the sample indicates it is not from the same population. In conclusion, the original hypothesis cannot be validated; start-up companies are more aware of Working remotely from Anywhere than non-start-up companies.

*H0.2:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally aligned with the future of remote work.

The variable *Future of Remote Work* (1-7), ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.462). Therefore, the test is not violated, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05 (0.661), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.729). In conclusion, the original hypothesis cannot be validated; start-up companies are more aligned with the future of remote work than non-start-up companies.

*H0.3:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally able to perceive remote work as improving employee productivity.

The variable *Remote Work Productivity* (1-7), ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.639). Therefore, the test is not violated, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05, (0.397), and therefore the Null



hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.331). In conclusion, the original hypothesis cannot be validated, start-up companies are more able to perceive remote work as improving employee productivity than non-start-up companies, as they equally perceive remote work as an improvement on productivity.

*H0.4:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally able to agree that working remotely from any geographic location improves employee productivity.

The variable *WFAProductivity (1-7)*, ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value below 0.05 (0.022), therefore, the test has been violated, and there is a significant difference in the means. Due to this violation, a t-test that does not assume the homogeneity of variances has been computed ( $t = -0.71$ ). The t-test is not significant. The significance for the two-sided p-value is higher than 0.05 (0.944), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.714). In conclusion, the original hypothesis cannot be validated; start-up companies are more able to agree with working remotely from any geographic location to improve employee productivity than non-start-up companies.

*H0.5:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally willing to allow and recommend remote working trips to their employees as a benefit.

The variable *Permit/Recommend\_Remote Work (1-7)*, ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.788), the test is not in violation, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05 (0.590), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.426). In conclusion, the original hypothesis cannot be validated; start-up companies are more willing to allow and recommend remote working trips to their employees as a benefit than non-start-up companies are.

*H0.6:  $\mu_1 = \mu_2$*  Start-up and non-start-up companies are equally willing to spend on a remote working service.

The variable *PayRemoteTrip Work (1-7)*, ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.585). The test is not in violation, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05 (0.838), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.820). In conclusion, the original hypothesis cannot be validated; start-ups show a significantly higher level in the variable willing to spend than non-start-ups.

*H0.7:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally willing to plan remote working trips within the company versus outsourcing.

The variable *PlanTripInsideCompany Work (1-7)*, ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.248). The test is not in violation and homogeneity of variances can be assumed. The significance for the two-sided p-value is below 0.05 (0.016); therefore the Null hypothesis will be rejected. This variable is the only one that is statistically significant. The Mann-Whitney U test is statistically significant, with a p-value below .05 (.017). In conclusion, the original hypothesis is accepted; start-up companies are more willing to plan remote working trips within the company versus outsourcing than non-start-up companies are. Therefore, non-start-up, more established companies should be targeted over start-up companies.

*H0.8:  $\mu_1 = \mu_2$*  Start-up companies and non-start-up companies are equally willing to spend more on a remote working trip service, only if the service positively impacts the organization's culture.

The variable *PositivelyImpact\_CompanyCulture Work (1-7)*, ([Appendix 13.1](#); variables used for the Hypotheses). Levene's test for equality of variances has a p-value above 0.05 (0.545), the test is not in violation, and homogeneity of variances can be assumed. The significance for the two-sided p-value is higher than 0.05 (0.679), and therefore the Null hypothesis will be accepted. The Mann-Whitney U test is not statistically significant, with a p-value higher than .05 (.487). In conclusion, the original hypothesis cannot be validated; start-up companies are more willing to spend more on a remote working trip service than non-start-up companies are, only if the service positively impacts the organization's culture.  
culture of the organisation.

## 6.2.4 Hypothesis 2

The second hypothesis H.2: *Start-ups show a significantly higher level in the variable willing to spend than non-start-ups*, the dependent variable is the willingness to spend variable (*WillingnessToSpend\_Ordinal*), and the independent variable is whether or not the organization is a start-up (*Startup\_nonstartup*). The test conducted was a Mann-Whitney U test statistic, a non-parametric test that tests if there are statistically significant differences between the two variables (MacFarland, Thomas W., and Jan M. Yates. 2016).

Based on the number of respondents, there are more non-start-up organizations than start-ups. The non-start-up respondents have a mean rank of 35.33, and the start-up respondents have a mean rank of 45.38 ([Appendix 14.1](#)). This numerical difference is not statistically significant, as the p-value is .085, which is more than .05 ( $p > .05$ ). This concludes that non-start-ups would have an increased willingness to spend than start-ups. However, in looking at the histogram, we can see that the data for non-start-ups and for the start-up group is not distributed in the same way. The histogram indicates that the data is not normally distributed, which can skew the results, indicated in [Appendix 14.2](#).

There are sub- hypotheses that will be analyzed on SPSS with Spearman's rho non-parametric test.

H2.1: *The organization is willing to spend more if the service positively impacts the organization's company culture*

H2.2: *The organization is willing to spend more if the remote working trip is planned by an external service.*

The Spearman rank correlation assesses how two variables are correlated or ranked on the ordinal scale, which means the data and variables are in order (Hinton, Perry, Isabella McMurray, and Charlotte Brownlow. 2014). Two Spearman's rho tests were conducted with the variable *WillingnessToSpend\_Ordinal*, and the other two variables are *PositivelyImpact\_CompanyCulture* and *PlanTripInsideCompany* ([Appendix 15.1](#) & [Appendix 15.2](#)). *PositivelyImpact\_CompanyCulture* was a chosen variable based on literature that

suggests remote work will impact the company culture in a positive way through increased job satisfaction and enhancement of team performance (Ferreira, Rafael, et al. 2021). The correlation is between how the service will positively impact the company culture and the respondent's willingness to spend. The test was not statistically significant, with a 2-tailed p-value above 0.05 (0.823). As the variable *WillingnessToSpend\_Ordinal* increases, the variable *PositivelyImpact\_CompanyCulture* only increases by 0.026, which is not a large correlation coefficient. To conclude, the variable *PositivelyImpact\_CompanyCulture*, does not affect the variable *WillingnessToSpend\_Ordinal*, in a significant amount and the sub-hypothesis 2 is rejected ([Appendix 15.1](#)).

*PlanTripInsideCompany* was a chosen variable for the Spearman's rho significance test based on being the only statistically significant variable that performed in the independent t-tests and Mann-Whitney U tests. The Spearman's rho test conducted with the variable *WillingnessToSpend\_Ordinal* was a significantly statistical test, with the 2-tailed p-value being below .05 (0.03). As the variable *WillingnessToSpend\_Ordinal* increases, the variable *PlanTripInsideCompany* will increase by 0.258 ([Appendix 15.2](#)). To conclude, the variables affect each other by a significant amount. An increase in the respondent's willingness to spend will also increase the amount the respondent's will use external sources to plan the remote trip. External sources such as companies that offer remote working programs such as Junto and the competitors.

### **6.2.5 Results' Summary**

The analysis indicated that only one of the variables was valid when analyzing hypothesis one and hypothesis two. *PlanTripInsideCompany* is the statistically significant variable, that explains how willing the respondents would be to plan a remote working trip inside the company versus using an external source ([Table 1](#)).

## **7 Discussion**

This is a discussion on the research study for the start-up company Junto, the B2B remote working program.

## 7.1

Out of the 85 survey respondents, there are some critical findings from the study, specifically that the start-up culture is more inclined to adopt the future of remote work than non-start-ups are. The literature suggests that although start-ups are more flexible with work-life, non-start-up companies are looking to innovate and be a part of the future of work. Millennials and the Generation Z workforce seek flexibility and freedom to avoid extreme working hours and irregular schedules. (Maloni, Michael, Mark S. Hiatt, and Stacy Campbell. 2019). Covid-19 has changed the way companies and employees work, and the workplace requires constant reinvention (de Lucas Ancillo, Antonio, María Teresa del Val Núñez, and Sorin Gavrilă Gavrilă. 2021). The goal of Junto's remote working program is to reduce the employee turnover rate for companies and to allow employees a more stable work-life balance.

According to the literature, the remote working trend has steadily increased since the term digital nomad was first coined in 1997. Then after the rise of the Covid-19 pandemic, there was an influx of remote workers who could experience the advantages of this remote working lifestyle. Now that there is an increased affinity for work-from-anywhere programs (WFA), freelancers crave traveling with their laptops and working anywhere. As of 2017, 55 million people in the United States are gig workers, and now more companies are capitalizing on remote working programs (Choudhury, Prithwiraj, Cirrus Foroughi, and Barbara Larson. 2021).

The four research questions for the Junto study were set to find the demand for the one-month remote working program, found in section 1.3 Research aim and questions ([Section 1.3](#)). The following are the research question topics: if start-ups are more willing than non-start-up companies to purchase this program, how Junto can further the future of remote work and help companies transition into a digital nomad world, and what the recommended go-to-market strategy would be for Junto. The inspiration for the research questions was gathered from the literature, with such topics surrounding the future of work and the blurred lines between work and home that have increased the employee's productivity, flexibility, and ownership of their job (Johnson, Sara S. 2020). The central hypothesis is H1: There is demand for Junto, the B2B one-month remote working program ([Section 5.1](#)).

In this study, the main variables chosen for the quantitative analysis were the Likert scale questions based on the essential characteristics from the literature on the future of remote work. The variables observed the respondent's outlook on the future of remote work, the perception of employee productivity when working from home versus working from anywhere, and how willing they were to pay for a remote working program such as Junto's ([Appendix 13.1](#)). The Likert scale reliability tests calculated the variables having a means of approximately 5 based on the Likert scale questions on a scale from 1 -7 ([Appendix 10.1](#)). The variables in the test all have a mean of ~5, which concludes that the respondents have a majority consensus of the future being remote work.

Independent t-tests were computed with the Likert scale variables to interpret the results more accurately and conducted with sub-hypotheses to test the central hypothesis ([5.2 Sub-hypotheses](#)). Seven out of the eight variables were statistically insignificant and rejected their null-hypotheses. The t-test for the variable *PlanTripInsideCompany* was the only statistically significant test that concluded that non-start-ups are more willing to plan remote working trips with external companies like Junto, than start-up companies are. Start-ups are more prepared for the future of work and remote work than established firms are. Literature suggests that a start-up's affinity to the future of work is due to the start-up company culture having more flexibility than the non-start-up company culture. However, non-start-ups or established companies are more willing to pay for external sources to plan a remote working program for their employees.

The start-ups had more statistically significant tests in the analysis. However, this does not mean that the selected B2B target market for established companies is irrelevant for this study. The literature can explain how start-ups have more of a risk-taking company culture that allows them to have a flexible work environment that millennials and Generation Zs favour. Start-ups have more innovative characteristics, including being more resilient in times of crisis (Kuckertz, Andreas, et al. 2020). Start-ups being innovative gives them the tools to have internal remote programs, which resulted from the independent t-test for the variable *PlanTripInsideCompany*. Non-start-up companies would benefit more from remote work programs than start-ups. It will enable their employees' flexibility, innovativeness, and networking with other companies in the same program. Companies can gain a competitive advantage by attracting new talent if they provide the flexibility and work-life balance that millennials and Generation Zs are looking for.

The study took the mixed methods approach to provide primary quantitative and qualitative data to provide conclusions from both sides of the spectrum (Guetterman, Timothy C., and Michael D. Fetters. 2018). The data gathered concluded that the respondents see this program as furthering the future of work; however, they are not willing to purchase this service. Interestingly, when the survey respondents were asked what features they would choose for a remote working program, 34.2% selected ALL OF THE ABOVE ([Appendix 7.2](#)). They would like to use such a service with the activities included. 0% or none of the respondents decided not to choose a feature for the program. However, when asked how much they are willing to spend, 28.4% are not willing to pay for such a service, and the majority of 33.8% would pay less than 3000 EUR ([Appendix 7.1](#)).

The literature suggests that the respondent's lack of willingness to purchase the program is due to the limitation of the respondent pool consisting of only 85 respondents. Although research and data on remote working programs are relatively new, current research provides information on the market for these business-to-business programs. The business-to-business remote working programs market includes companies such as *Project Getaway*, *Remote Year*, *Selina*, and *Venture for Impact*. These companies are some of the most successful in their fields and provide remote working programs, also known as *workations* (Mendoza Villaneda, Sandra. 2019). Based on the Online Labour Index (OLI) report in 2020, the industries with the most significant demand for online labour are, Software development and technology (38%) and the Creative and Multimedia industry (20%) (Stephany, Fabian, et al. 2021). Capitalizing on the industries that need remote working programs will allow for a broader target market.

A non-parametric Mann-Whitney U test was performed to strengthen the conclusions to test the willingness to spend variable (*WillingessToSpend\_ordinal*) grouped with the start-up or non-start-up variable (*Startup\_nonstartup*). The purpose was to test the two group's start-ups and non-start-ups' willingness to spend on the remote working program. The non-start-ups have a mean rank of 35.33, and the start-ups have a mean rank of 45.38 ([Appendix 14.1](#)). The Mann-Whitney U test was not statistically significant, with a p-value above .05 (.085). The conclusion is that non-start-ups are more willing to spend than start-ups. The Mann-Whitney U test was conducted on each independent t-test. The only statistically significant variable was *PlanTripInsideCompany*, with a p-value below .05 (.017). In conclusion, the original

hypothesis is accepted, and non-start-ups should be targeted for the Junto remote working service more than start-up companies ([5.1 Main Hypothesis](#)).

A Spearman's rho test was conducted with the variables *PositivelyImpact\_CompanyCulture* and *WillingnessToSpend\_ordinal*. The justification of the variables is seen in [Appendix 13.1](#). The purpose was to test if respondents were more willing to spend when the remote working program positively impacted the company culture, based on suggested literature that remote work and flexibility permit a positive company culture. Based on Spearman's rho, the correlation coefficient between the two variables *PositivelyImpact\_CompanyCulture* and *WillingnessToSpend\_ordinal* is 0.026, a small correlation. The significance (2-tailed) indicates the p-value of 0.823, making the test statistically insignificant ( $P > 0.05$ ) and the sub-hypothesis 2 is rejected ([Appendix 15.1](#)). To conclude, the willingness to spend does not affect whether or not the service will positively impact the company culture. The second Spearman's rho test with the variable *PlanTripInsideCompany* was statistically significant with the variable *WillingnessToSpend\_ordinal*, (0.030). The sub-hypothesis was accepted and planning a trip outside the company will increase as the willingness to spend increases by a significant amount ([Appendix 15.2](#)).

To conclude, the results from the descriptive analysis, the t-test, and the non-parametric tests were all consensual. Each test indicated that start-ups have more of a remote culture focused on the future of work, and non-start-ups were more willing to pay for the external remote working programs than start-ups. A match between the study and the literature strengthened the results. This match enabled the conclusion that non-start-ups need more consultations than start-up companies to transition in to the future of work.

Literature has found that start-ups are more flexible with remote work and work-life balance. Therefore, millennials will move companies to search for the perfect work-life balance. The non-start-ups need to find a strategy to help the companies pivot to retain talent and employees. Literature suggests how authors tend to agree that employees are looking for a more flexible work-life balance. Start-ups are unwilling to pay because they already have remote work-focused company culture resources. Established companies need to capitalize on remote working programs because they do not have the same resources. The non-start-ups



focused on in the study are more willing to pay for external remote working program trips due to the company's larger budgets.

## 8 Implications, Limitations and Future Research

The following section discusses the limitations encountered in the results of this study. It also encompasses the ways to overcome each limitation for future research to avoid such hindrances.

The lack of literature on the remote work industry and programs was problematic for the study. It should be noted that the study's primary purpose was to find the demand for a company that does not yet exist in a new industry. When finding a specific industry and target market for Junto, the remote working program, there was a lack of literature on the competition and the size of the online workforce. However, with this new and exciting digital era, there are multiple remote working and digital nomad communities on the internet that provided relevant information for the purpose of this study. For future research, to make finding the market demand on a start-up company in its early stages easier, being specific with the idea and purpose will facilitate the research on the competition and target market. When the idea was specified as being a business-to-business remote working program, it was more feasible to find the concept in blog posts and news articles. Although the literature does not currently have a vast amount of information on the remote working program concept, it could provide information on the culture of remote work at companies, especially since the Covid-19 pandemic.

Gathering data and finding respondents that fit the specificities of the study survey was challenging. As Junto is a B2B remote work program, most respondents needed to have a managerial, executive position, or decision-making position of some kind. Therefore, random sampling over a large population could not be an option. The data was collected in a convenience-based sampling method, which collects data from whoever is willing to partake in a study and is conveniently accessible to the researcher (Scholtz, Salome E. 2021). The respondents for the survey were found through social media and business-to-business channels such as LinkedIn. To avoid the possibility of the message being seen as spam, over 300 messages were sent individually with a personalized text that explained the survey and included the Google Forms survey link per respondent.

Small sample sizes can lower the statistical power appropriate for the analysis and limit the representation of the population. An adequate statistical power based on the sample size contributes to observing authentic relationships in the dataset (Kyriazos, Theodoros A. 2018). The sample size of 85 respondents might not be significant for finding the demand and could have skewed the results. With the time spent per individual reach and the time constraints, it was impossible to contain a larger sample size. Due to networking online via LinkedIn and Facebook, the author did not know the majority of respondents individually, which also caused a lower response rate. Out of the 300 plus individual messages sent, only 85 respondents responded in total, with a sample pool of 21 respondents who were employees at the company without a managerial position to give a different perspective. For future research, it is suggested to contact an online forum that could send out the survey to a larger sample size best suited to the specificities of the respondent group. Using another sampling method, such as the snowball sampling method, is another suggested approach, which asks selected respondents to send the survey to trusted people in their network based on referral (Parker, Charlie, Sam Scott, and Alistair Geddes. 2019).

Despite the sample size, to provide accurate results and a recommendation for the study, the mixed methods approach provided primary quantitative and qualitative data (Guetterman, Timothy C., and Michael D. Fetters, 2018). The nature of the remote work industry was found in the literature with both quantitative and qualitative data. Blog posts and other online forums could provide detailed information about the communities and the competition of B2B remote working programs. The respondent's detailed responses in the open-ended portion of the survey provided exciting insights from their companies' perspectives.

In regards to the statistical analyses of the data, there were some discrepancies. Firstly, the Mann-Whitney U test with the variables *WillingessToSpend\_Ordinal* and *Startups\_nonstartups* was insignificant. However, the histogram conducted from this test indicated that the data is not normally distributed, which can skew the results. To fix this issue, a Kolmogorov-Smirnov test for normality test was conducted on each Likert scale variable for a meaningful conclusion of the analysis. The study focused on the independent t-tests conducted on each quantitative variable from the survey. A linear regression analysis is a good predictor for trend forecasting, especially when analyzing demand for a service (Asghar, Muhammad Zubair, et al. 2019). However, Likert scale questions cannot be analyzed using linear regression, as the correlations between the

variables were quite high, causing multicollinearity. Multicollinearity exists when the regression model includes several significantly correlated variables, which can prompt deluding results (Shrestha, Noora. 2020). For future studies, having more of a range of quantitative questions in the survey will allow for a broader analysis and interpretation of results. Due to the Likert scale questions as the primary source for the quantitative portion, the analysis was limited to the independent t-tests, Cronbach alpha, and Spearman's rho. The analysis was verified for the study by using the non-parametric tests for reliability and statistical significance.

Lastly, the study suggests that start-up companies are more forward-thinking than non-start-ups regarding the future of work and remote work. This could indicate how the target market for Junto should include only start-ups due to their willingness to adopt future innovations. However, the literature suggests that non-start-up establishments are just as willing to adopt innovative practices because once innovative activities are implemented, they positively impact financial performance (Centobelli, Piera, Roberto Cerchione, and Rajwinder Singh. 2019). Future research needs to focus more on the traditional businesses that are more willing to adopt innovative practices.

## **8.1 Recommendations**

### **Go to market strategy**

With the critical findings found in the results of the analysis and the survey, a go-to-market strategy has been created to market Junto, efficiently to the B2B market.

#### **8.1.1 Target Market**

The analysis results have indicated that the main target market is non-start-up companies with more expenditures to spare on a remote working program instead of planning a trip inside the company.

In the qualitative portion of the analysis, there were various reasons why the respondents would use a remote working program. Approximately 71% of the survey respondents indicated they have never used a remote working service before, 10% indicated they would

rather use a travel agency ([Appendix 7.4](#)). However, the research has found how B2B remote working programs are a part of a quickly growing industry, including networking, training programs, and *workations* (Mendoza Villaneda, Sandra. 2019).

The perfect go-to-market strategy for this scenario is the Inbound methodology, which allows the business to keep up with the client's needs by tailoring messages and products specifically for the client (Huggins, Kyle A., and J. Elliot Cunningham. 2019). A digital marketing and a physical marketing calendar have been created and found in the appendix for reference ([Appendix 16.2](#), [Appendix 16.3](#)).

### **8.1.2 The Inbound Methodology**

There is a long tradition of business-to-business companies holding face-to-face interactions to develop trust with the companies they are selling to (Sundström, Malin, Klas Håkan Alm, Niklas Larsson, and Oskar Dahlin. 2021). This traditional in-person business style does not work anymore. Businesses nowadays measure the results of their sales using marketing software, mainly social media marketing, and e-content as the main source of their digital marketing strategies (Borges, Bernie. 2009.)

Inbound marketing is important to marketers today because of its ability to adapt to the individual clients at specific stages of the customer journey, and in effect is more human and more personal (Roetzer, Paul. 2014.). By creating personalized content for the consumer, the marketing and business owner can develop and further their relationship with their consumer. Based on Hubspot's inbound methodology, a 5-step plan should be implemented to match Junto's business messaging to their clients efficiently. Using digital to influence purchasing decisions as big data and e-commerce is working right now.

The five-step marketing plan consists of (1) social media outlets, (2) blog posts, (3) video content (4) email marketing (5) paid search advertising (Decker, Allie. 2022). The goal of this plan is based on the inbound methodology, which is to educate the target market on the Junto, one-month remote working service.

# 9 Conclusions & Outlook

The following chapter summarizes the findings and conclusions.

## 9.2 Main findings and Summaries

Regarding the first research question, in finding the demand of a company to purchase the one-month remote working program, the quantitative and qualitative analysis identified the industries that would benefit the most. The study aims to find the demand for Junto, the one-month remote working program start-up, and see which market would be the most optimal.

Junto is recommended to best market its services by targeting consulting and medium-sized flexible companies with their work environment. These industries that would benefit from this service were listed as a part of the employee benefits, a bonus, reducing employee stress, downsizing the physical office space, a cultural exchange, and a traineeship program. The qualitative section of the research provides information that Junto would act better as a consultancy service rather than a travel agency. There should also have more sustainable practices in the long run since this service is supposed to prepare companies for the future of work and digital.

The literature suggests that remote working has increased the quality of a remote worker's life, such as increased productivity, flexibility and ownership and control over the work schedule, and the chance to travel while working. Working individuals' positivity levels have decreased due to the lack of a work-life balance (2.3 Future of Work). Therefore, if Junto focuses on improving the work-life balance, it will also improve the company culture.

If the employees feel stuck in their situations, they will search for work elsewhere. One in six workers would switch to a gig economy because of the flexibility (Deepak, Stephen. 2020). Junto's remote working program will enable companies with a competitive advantage by encouraging *workations* that enable employees to grow. Flexible firms that can adapt their organizational structure are more likely to survive with the world becoming more digital and remote (Bajzikova, Lubica, et al. 2013). A competitive remote working program is the most

effective way not to lose talent, save money, and continue to innovate towards the future of work and network with other companies.

The quantitative analysis showed established non-start-up companies would be more willing to invest in the remote working program. The literature suggests that start-up companies focus on the future of work. However, non-start-ups are trying to follow their lead with radical innovations (Discussion). Most of the positive comments mention that Junto, the one-month planned remote working trip for employees, is a great idea and creates good incentives for employees to stay and stay attracted to their companies. The consensus is that companies do not want to take the time to plan an incentivized trip that makes employees' lives easier. Therefore, an all-inclusive program is beneficial.

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# 11 Appendices

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## *APPENDIX 1: Survey*

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### **Appendix 1.1**

Link to participate in the survey

[https://docs.google.com/forms/d/e/1FAIpQLScYu0N00Ok9SysSvyAeZgdzkC\\_dDi8C\\_YZI08yZr-rGJhO1wQ/viewform](https://docs.google.com/forms/d/e/1FAIpQLScYu0N00Ok9SysSvyAeZgdzkC_dDi8C_YZI08yZr-rGJhO1wQ/viewform)

Thank you for participating in this survey. 23 questions, lasts 7 minutes.

This survey is conducted for my dissertation on the topic "How Remote Work affects Productivity and the Future of Work: The Go-to-Market Strategy for Junto, the B2B Digital Nomad Experience". Please note that you cannot suspend and re-start the survey.

THE START-UP IDEA: Junto provides companies a benefit for their employees, to work in a location they desire for one month. Junto offers companies the logistics they need to work remotely and efficiently: travel planning, accommodation, legal services (visa), working spaces, etc. The objective is to find the demand for these services.

Survey was conducted by Madelyn E. Thompson, a Masters student in Management specialising in Strategy & Entrepreneurship at the Católica Lisbon School of Business & Economics (UCP). Mentored and supervised under Rute Xavier

### **Appendix 1.2**

#### Part I Company Demographics

Question 1. To the best of your knowledge, approximately how many full-time employees (FTE) work for your organization? \*

- Large (250 employees or larger)
- Medium (50 - 250 employees)
- Small (10 - 50 employees)

Question 2. Are you currently working at a Start-Up organization? \*

- Yes
- No my current organization is not a start-up company

Question 3. Which of the following best describes your role within your organization? \*

- Chief Executive (CEO, COO, CFO, CMO, CTO etc.)
- Vice President
- Marketing Manager
- Sales Manager



- Account Manager
- Finance Manager
- Human Resources Manager
- Office Manager
- Director
- Executive Assistant
- Administrative Assistant
- Marketing Specialist (Operations)
- Business Analyst (Operations)
- Human Resource Personnel (Operations)
- Customer Service Rep
- Accountant
- Independent Contractor / Freelancer
- Intern
- Other

Question 4. If your role is "other" Please specify (Open – Ended)

Question 5. Which of the following best describes the industry your organization operates in? \*

- Accounting
- Advertising, Arts & Media
- Banking & Financial Services
- Call Centre & Customer Service
- Construction
- Design & Architecture
- Education & Training
- Engineering
- Farming & Agriculture
- No, my current organization is not a start-up company
- Government & Defence
- Healthcare & Medical
- Hospitality & Tourism
- Human Resources (HR) & Recruitment
- Chief Executive (CEO, COO, CFO, CMO, CTO etc.)
- ICT - Information & Communication Technology
- Insurance & Legal
- Manufacturing, Transport & Logistics
- Marketing & Communications
- Mining, Resources & Energy
- Real Estate & Property
- No, my current organization is not a start-up company
- Retail & Consumer Products Sales
- Science & Tech
- Sports & Recreation
- Chief Executive (CEO, COO, CFO, CMO, CTO etc.) Trades & Services
- Other

Question 6. Name of the company or organisation you work for, (optional) (Open – Ended)

## Appendix 1.3

### Part II Junto Concept

Junto is a B2B remote working service, that provides companies a benefit for their employees, to work in a tropical remote location for one month. Junto offers companies the logistics they need to work remotely and efficiently: travel planning, accommodation, legal services (visa), working spaces, etc.

Employees work-from-anywhere and enjoy the luxury of provided co-working spaces, a lovely place to stay, and they can meet new people on their trip. Additional training and job certifications can be included in this month away from the office. This gives the new generation of workers the flexibility they desire and need and offers a modern work place.

Question 7. What are your initial thoughts of concept? Do you have future expectations? \* (Open – Ended)

## Appendix 1.4

### Part III Working-From-Anywhere vs. Working-From-Home

Question 8. How aware are you of the term "Work-From-Anywhere (WFA)", on a scale from 1 - 7 (1 very unaware, 7 very aware) ? \*

Very Unaware (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Very Aware (100%)

#### Work-From-Anywhere Description

WFA - Work from anywhere is when employees have “temporal and geographic,” flexibility. Instead of just working remotely from home, they can work from anywhere in the world. The US Patent & Trademark office (USPTO) found that there was a 4.4% increase in employee output when employees work from anywhere versus working from home, without effecting the, “incidence of rework,” in other words, without any effect on the actual work itself.

Question 9. On a scale from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree”, do you believe remote work to be the future? \*

Strongly Disagree (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Strongly Agree (100%)

Question 10. On a scale from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree”, do you believe that 'digital' is the future? \*

Strongly Disagree (0%) Strongly Agree (100%)

Question 11. On a scale from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree”, do you perceive remote work to improve employee productivity? \*

Strongly Disagree (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Strongly Agree (100%)

Question 12. On a scale from 1 - 7 where 1 means “strongly disagree” and 7 means “strongly agree” , how much do you agree with this statement? "Working from Anywhere Improves Productivity" . \*

Strongly Disagree (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Strongly Agree (100%)

## Appendix 1.5

### Part IV Willingness to Purchase the Junto Service

How willing would you or your company be to use a service that plans and accommodates a one month remote working trip?

Question 13. On a scale from 1 to 7, where 1 means “very unlikely” and 7 means “very likely”, how likely are you to permit / recommend your employees to work remotely for 1 month? \*

Very Unlikely (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Very Likely (100%)

Question 14. On a scale from 1 to 7, where 1 means “not willing” and 7 means “very willing”, how willing are you to pay for a one month remote working trip for your employees? \*

Not willing (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Willing (100%)

Question 15. On a scale from 1 to 7, where 1 means “not willing” and 7 means “very willing”, how willing would you be to plan a one month remote working trip as a benefit for your employees on your own? E.g planning the remote working trip within the company versus outsourcing. \*

Not Willing (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Willing (100%)

Question 16. In your opinion, how much would your organization be willing to spend for a 1-month remote working trip? (This includes the entire planning and legal processes for the trip) \*

- Less than \$3000
- \$3000 - \$4000 (for entire month)
- \$4000 - \$5000 (for entire month)
- \$6000 - \$7000 (for entire month)
- More than \$7000
- None, employees would pay for the trip themselves
- Other: (Open – Ended)

Question 17. If a one-month remote working service promised to: "increase employee loyalty, professional development, and to recruit top talent" (Remote Year). Would you consider using the service? \*

- Yes
- No

Question 18. Please specify the reason(s) your company would offer a 1 month remote working trip for your employees? (Please select all that apply) \*

- As an employee bonus
- As a part of employee benefits
- To reduce stress
- To allow a cultural work exchange
- To allow employees to work/live near employees and relatives
- Downsizing the physical office space
- Employees would have paid for everything themselves (plane ticket, housing, etc.)

- We need our employees in the office. Unless it is a holiday
- NO, HR department does this for us
- Other: (Open – Ended)

## Appendix 1.6

### Part V Remote Work Culture At Your Company

Answer the following questions with what the culture of remote work is like at your company.

Question 19. To the best of your knowledge, does your company culture allow employees to work remotely currently? (Please select all that apply) \*

- YES, they can work from home a few days a week (Hybrid model)
- YES, they can work from home the entire week
- YES, but we prefer they work at the office.
- NO, they only work at the office.
- We have freelancers/independent contractors working for our company already.
- Other: (Open – Ended)

Question 20. On a scale from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree”, do expect a 1-month remote working trip to positively impact your company culture? \*

Strongly Disagree (0%) 1 – 2 – 3 – 4 – 5 – 6 – 7 Strongly Agree (100%)

Question 21. The following is a list of features that the one month remote working trip service would provide. Which of the following features / services would you leverage from a remote working agency? (Please select all that apply) \*

- Legal services (documentation & finding a visa in country of work)
- Accommodation
- Financials (planning the finances of the entire trip per individual employee)
- Consulting (managing remote employees from the office)
- Gym & Club subscriptions (e.g Tennis & Golf Club memberships for the month)
- Flight plans
- Employee Training & Job Certifications
- ALL OF THE ABOVE
- Other: (Open Ended)

Question 22. Do you already have a service that provides a remote working benefit for your employees? (Please select all that apply) \*

- YES, our Human Resources department plans these trips
- YES, we use a service like this
- NO, we have never used a remote working service
- NO, we would rather use a travel agency
- Other: (Open Ended)

23. If the previous question was, 'YES', please type the company or service below. (If you do not recall the company name, please describe the services to the best of your knowledge) (Open – Ended)

## Appendix 1.7

### Part VI Feedback

1. Thank you for taking the time to answer the survey questions! Please state here if whether or not you would like to stay anonymous. \*
  - I would like my answers to be anonymous
  - I do not mind if you use my answers and company name in the dissertation
  - Other:
  
2. What age bracket do you fall into?
  - 18-24
  - 25-34
  - 35-44
  - 45-54
  - 55-64
  - 65 and over
  
3. Do you have any feedback? \*
  - Survey was too Long
  - The start-up idea does not make sense
  - I can see this service working in the future (B2B: one-month luxury emote working trip)
  - The idea needs some work
  - Other: (Open Ended)

SUBMIT

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## *APPENDIX 2: HR Managers Insights*

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### Appendix 2.1

Human Resource Manager's Insights. Research formed in the Lean Entrepreneurship Project course at Católica Lisbon, February – May 2021, Professor João Cotter Salvado

Link to Junto website page, and the manager's insight summary:  
<https://madelynelenathomps.wixsite.com/junto/copie-de-employee-s-interview>

Some Key Findings:

- COVID changed the way companies think about remote work dramatically. Especially in the more traditional companies it was not very common and sometimes even seen skeptical. After one year of remote work the companies learned that the remote work works well in reality. They do not face any communication- or trust issues
- All the companies will continue with the remote work after COVID. Most of them will offer their employees the possibility to work in hybrid models
- The companies already use many tools to assure a good communication with the employees (Microsoft Teams, Zoom etc.) and a good work efficiency (Gittlab, Discourt etc.)
- It is very important to highlight the high level of personalization that Junto offers. Some companies already work together with for example travel agencies that have to be included on the platform

Validation:

- More traditional companies tend to have more difficulties to imagine working with a digital nomad management system. They just started to implement the remote work system – forced by COVID

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### *APPENDIX 3: Qualitative Quotes and Mentions from Survey*

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#### **Appendix 3.1**

This section is to have a deeper look at the results from the survey. It was taken from the excel spreadsheet of results from the Responses portion of the Google forms survey.

Questions 3, 5, 7, and the comment section of the Feedback are shown in the table below. The purpose of this table is to see a side-by-side view of the respondents' roles within their company (Question 3), the industry the respondent works in (Question 5), their initial thoughts of the Junto concept (Question 7), and then the final feedback comments from the respondent. This is to get an overall view of where the comments are coming from. There are 82 responses listed below.

Table 2: Qualitative responses from Survey, Source: survey questions and table created by Madelyn Thompson c.

	3. Which of the following best describes your role within your organization?	5. Which of the following best describes the industry your organization operates in?	7. What are your initial thoughts of concept? Do you have future expectations?	Do you have any feedback?
1	Account Manager	Banking & Financial Services		I can see this service working in the future (B2B: one-month luxury remote working trip)
2	Account Manager	Education & Training	Curious	I see it more together with training rather than work per se

3	Administrative Assistant	Education & Training	My initial thought is that the concept is great but in Portugal the work contracts and the structures of the companies are not ready for such a thing.	
4	Business Analyst (Operations)	Banking & Financial Services		I can see this service working in the future (B2B: one-month luxury remote working trip)
5	Business Analyst (Operations)	Consulting & Strategy	sounds great but in practice i'd worry about time zone differences, team logistics, etc. also not particularly fussy about having a 'luxury' workspace, think the appeal with remote work is that all you need really is a laptop and an internet connection, unless of course i had access to those workspaces in many attractive locations and wasn't tied to one	Survey was too Long, I can see this service working in the future (B2B: one-month luxury remote working trip), The idea needs some work
6	Business Analyst (Operations)	Consulting & Strategy	Interesting idea, not sure what's the incentive for companies to pursue this though.	This survey often puts you in a decision-making role. However more often than not you're not in that position and cannot fully understand budgets/internal politics, therefore it is difficult to provide a fair answer, meaning that the data obtained might not be as reliable.
7	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Real Estate & Property		I can see this service working in the future (B2B: one-month luxury remote working trip)
8	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Mining, Resources & Energy		I can see this service working in the future (B2B: one-month luxury remote working trip)
9	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Consulting & Strategy	It could really help provide more flexibility and diversity along with educational opportunities	I can see this service working in the future (B2B: one-month luxury remote working trip)
10	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	ICT - Information & Communication Technology	Feels like it provides an interesting incentive	I think there's value in people working together, not apart.
11	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Consulting & Strategy	Sounds Good. First thought is who supports the costs.	Important to distinguish the will and the financial means of the company to do it.
12	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Retail & Consumer Products		None
13	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Healthcare & Medical		Survey was too Long
14	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Manufacturing, Transport & Logistics	Good option for consulting companies	The idea needs some work
15	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Retail & Consumer Products	Genius - It's about time something like this is introduced to the public.	The idea needs some work

16	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Consulting & Strategy	<p>Interesting that it provides for all logistic solutions, enabling companies and employees to not "waste" their time on that.</p> <p>Expectations: that the brief questions to companies/employees allow Junto to get the knowledge that will support a good match in terms of the solutions designed/provided. Quick and perfect match between the solution designed and the company's and employee's objectives.</p>	The idea needs some work
17	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Healthcare & Medical		<p>The idea needs some work, The productivity of employees when working remotely depends a lot on their individual character and ability to stay focused. Some do very well and are extremely productive when working alone from home and others, from my experience, are permanently distracted by their environment and end up doing all kinds of things that are totally unrelated to work, like cleaning the dishes or putting on washing machines. How are you going to address this challenge/help the company identify the employees capable of staying focused? Also, unless you scope this out as a "bonus" given to the employee, you will have to measure impact of a service like this, as employers will want to know if their people are really as productive or even more than working from the office...and if the investment was "worth it". Otherwise, I think it's a really good business idea for companies that are big enough to afford a service like this.</p>
18	Chief Executive (CEO, COO, CFO, CMO, CTO etc.)	Consulting & Strategy		
19	Customer Service Rep	Healthcare & Medical		
20	Director	Education & Training	<p>Very interesting! What about the costs of this service, who would support it? The company, or would it work on an exchange basis? In any case, I would certainly do it.</p>	<p>I can see this service working in the future (B2B: one-month luxury emote working trip)</p>



21	Director	ICT - Information & Communication Technology	Interesting concept, I question why only chose tropical locations but at a start it can make sense to focus only on a specific region. Would be a potential customer.	I can see this service working in the future (B2B: one-month luxury emote working trip)
22	Director	Mining, Resources & Energy		I can see this service working in the future (B2B: one-month luxury emote working trip)
23	Director	Manufacturing, Transport & Logistics		I can see this service working in the future (B2B: one-month luxury emote working trip), Good idea, I can see it working as a perk, or a part of a bonus plan.
24	Director	Education & Training	Very nice. Doesn't work for my industry though	It doesn't apply to international schools. The only employees who could leave for a month are not ones the organization would prioritize for investment (e.g. low level office support staff)
25	Director	Education & Training		Survey was too Long, The start-up idea does not make sense, The idea needs some work
26	Director	Farming & Agriculture		Survey was too Long, There are companies out there who do this. What makes the business idea different and why would I use it as a business owner?
27	Director	Banking & Financial Services	Not interested. The networking and contact with clients and potential clients is Critical for out business.	The idea needs some work
28	Director	Design & Architecture		The idea needs some work
29	Director	Other		
30	Executive Assistant	Government & Defence	It's a great idea. I believe that your concept is the near future of the work place.	I can see this service working in the future (B2B: one-month luxury emote working trip)
31	Executive Assistant	Marketing & Communications		
32	Finance Manager	Mining, Resources & Energy	Nice!	I can see this service working in the future (B2B: one-month luxury emote working trip)
33	Human Resources Manager	Manufacturing, Transport & Logistics	N/A	Legally working outside of your contractual country has some rules to follow, important to understand the actual feasibility of this without impacting taxes
34	Independent Contractor/ Freelancer	ICT - Information & Communication Technology		Cutting edge
35	Independent Contractor/ Freelancer	Advertising, Arts & Media		I can see this service working in the future (B2B: one-month luxury emote working trip)

36	Independent Contractor/ Freelancer	Advertising, Arts & Media	Sounds great!	I can see this service working in the future (B2B: one-month luxury emote working trip)
37	Independent Contractor/ Freelancer	Marketing & Communications	The future is here!	The question to me is whether this is a one off "benefit" or indicative of bigger trend and business as usual cultural shift
38	Independent Contractor/ Freelancer	Advertising, Arts & Media		The start-up idea does not make sense
39	Independent Contractor/ Freelancer	Healthcare & Medical		
40	Intern	Mining, Resources & Energy	Good idea and with a lot of room to grow because companies probably wouldnt mind having the workers abroad for one month if all the logistics was taking care off	I can see this service working in the future (B2B: one-month luxury emote working trip)
41	Intern	Consulting & Strategy	Initial thoughts are great, it surely has a future, but it will need a learning curve	I can see this service working in the future (B2B: one-month luxury emote working trip)
42	Intern	ICT - Information & Communication Technology		Survey was too Long
43	Intern	Consulting & Strategy		The start-up idea does not make sense, I can see this service working in the future (B2B: one-month luxury emote working trip)
44	Intern	ICT - Information & Communication Technology		
45	Marketing Manager	Advertising, Arts & Media	I like the concept and I know that it would work.	I can see this service working in the future (B2B: one-month luxury emote working trip)
46	Marketing Manager	Marketing & Communications		I can see this service working in the future (B2B: one-month luxury emote working trip)
47	Marketing Manager	Farming & Agriculture		I can see this service working in the future (B2B: one-month luxury emote working trip)
48	Marketing Manager	Science & Tech		I can see this service working in the future (B2B: one-month luxury emote working trip)
49	Marketing Manager	ICT - Information & Communication Technology		I can see this service working in the future (B2B: one-month luxury emote working trip)
50	Marketing Manager	Farming & Agriculture		I can see this service working in the future (B2B: one-month luxury emote working trip)
51	Marketing Manager	Manufacturing, Transport & Logistics	It would have to provide some managerial incentive (certifications, other remote employees going, team building)	I'm personally all for the benefits of working remotely, but 1 month seems too short. If it were to be offered, 3 to 6 months seems more feasible in my opinion.
52	Marketing Manager	Retail & Consumer Products		The idea needs some work
53	Marketing Manager	Other		

54	Marketing Manager	ICT - Information & Communication Technology Technology		
55	Marketing Manager	Other	It's an interesting project	
56	Marketing Specialist (Operations)	Science & Tech		I can see this service working in the future (B2B: one-month luxury emote working trip)
57	Marketing Specialist (Operations)	Marketing & Communications		I can see this service working in the future (B2B: one-month luxury emote working trip), The idea needs some work
58	Marketing Specialist (Operations)	Science & Tech		Survey was too Long, My job includes on site demos and I have to go to conferences. Remote work would interfere with it .
59	Other	Advertising, Arts & Media	It is an engaging concept and a potential easy sell for the company's employees, to build interest. It gives more flexibility as well as a sense of novelty when going through work with new experiences. It could be a challenge to implement in companies where a hybrid module is preferred, specially when built on top of the idea that there's a need for people to be in the office to create a company culture.	I can see this service working in the future (B2B: one-month luxury emote working trip)
60	Other	Consulting & Strategy	Interesting concept considering the actual situation. Might be nice to consider Covid-related safety measures.	I can see this service working in the future (B2B: one-month luxury emote working trip), The idea needs some work
61	Other	Engineering	Great, I wish this is a thing if it's not too expensive and substracts from my gross salary.	Survey was too Long, I can see this service working in the future (B2B: one-month luxury emote working trip)
62	Other	Consulting & Strategy	Good idea but not sure if executable and interesting enough neither for employees (they are going to a nice place but cannot enjoy it because they'll be working, which might led them think that is better to stay closer to the office in case something is needed) nor employees (extra costs for a maybe lower efficiency)	The idea needs some work
63	Other	Consulting & Strategy		
64	Product Manager	Education & Training	Love the idea! I would keep in mind that because of this	employers might be concerned about time differences - I can see

			new era of remote work, many companies have made hiring contractors/freelancers the norm - this means that while the contractor has the freedom to work from anywhere the employer itself will hold no responsibility about benefits such as these. But for companies that have partaken in wellness weeks for their fulltime employees - totally can see them being interested in a service like this!	that being enough to turn employers away.
65	Product Manager	Retail & Consumer Products		I can see this service working in the future (B2B: one-month luxury emote working trip)
66	Product Manager	Advertising, Arts & Media		The start-up idea does not make sense
67	Product Manager	Other		
68	Sales Engagement Manager	ICT - Information & Communication Technology Technology	I would love to have this service	I can see this service working in the future (B2B: one-month luxury emote working trip)
69	Sales Manager	Other		I can see this service working in the future (B2B: one-month luxury emote working trip)
70	Sales Manager	Advertising, Arts & Media		Survey was too Long
71	Sales Manager	Advertising, Arts & Media	Great! People sometimes don't know how time consuming is to find accomodation, fill visa documentation, etc in a new place so it's an amazing idea.	Survey was too Long, The idea needs some work
72	Sales Manager	Retail & Consumer Products		The idea needs some work
73	Vice President	Banking & Financial Services	why only one month and why only in tropical locations?	I believe the trend is for permanent remote together with on-premise work. Limiting this service to 1-month will mean that the worker would be in the office for the remaining 11 months of the year.
74	Vice President			The idea needs some work
75	Vice President	Advertising, Arts & Media	I like the idea. Don't foresee it for me or my company	The idea needs some work
76	Vice President	Healthcare & Medical		Will be interesting to see if the idea takes off
77	Vice President	Other		
78		Science & Tech		I'm not one of the chief executives so it's hard for me to comment on

				their willingness to do this for our company.
79		Other		Many of these questions were not relevant to me as I do not make top-level decisions for my company
80		Education & Training		The idea needs some work
81		Real Estate & Property		
82		Consulting & Strategy		

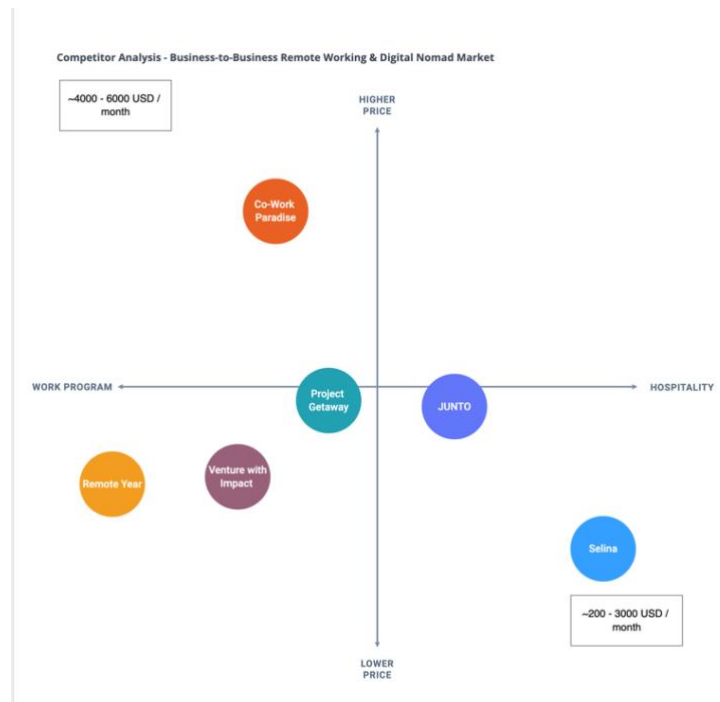
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*APPENDIX 4: Competitor Analysis Diagram*

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**Appendix 4.1**

Competitor analysis diagram with companies mentioned in paper. There is little information on the number of B2B digital nomad firms, but the market of individual digital nomads rose from 7.3 million in 2019 to 10.9 million in 2020 — an increase of 49% (Everson, M., S. King, and C. Ockels. 2021).




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*APPENDIX 5: LinkedIn Message for Survey*

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## Appendix 5.1

Message for LinkedIn:

Version 1:

Hello [Recipient's name]! Hope all is well, I am a Master's student from Católica Lisbon and I admire your career. Would mind taking this survey for my master's thesis? The topic is on remote work and the future of work. Best, Madelyn <https://forms.gle/ykQ7a6Wo9w3ka8rL7>

Version 2:

Hello [Recipient's name]! I very much admire your job as a Management student and was wondering if you have the time would you please take this survey for my master's dissertation? The topic is on remote work and the future of work.

<https://forms.gle/mcRPtMCB2cc2q9xBA>, Best, Madelyn

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## *APPENDIX 6: Frequency Table - Demographics*

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### Appendix 6.1

Frequency Table showing the percentages of the demographics, data gathered from SPSS

#### 1. FullTimeEmployees (Size of the Firm)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large	41	48.2	48.2	48.2
	medium	20	23.5	23.5	71.8
	small	24	28.2	28.2	100.0
	Total	85	100.0	100.0	

### Appendix 6.2

#### 2. Startup\_nonstartup

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	69	81.2	81.2	81.2
	Yes	16	18.8	18.8	100.0

Total	85	100.0	100.0
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## Appendix 6.3

### 3. RoleOfOrg (The role the respondents have at the organization)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Account manager	2	2.4	2.6	2.6
	Admin assistant	1	1.2	1.3	3.9
	Business analyst	3	3.5	3.9	7.8
	Chief Exec	12	14.1	15.6	23.4
	Customer service rep	1	1.2	1.3	24.7
	Director	10	11.8	13.0	37.7
	Executive assistant	2	2.4	2.6	40.3
	Finance manager	1	1.2	1.3	41.6
	HR manager	1	1.2	1.3	42.9
	freelancer	6	7.1	7.8	50.6
	Intern	5	5.9	6.5	57.1
	marketing manager	11	12.9	14.3	71.4
	marketing specialist	3	3.5	3.9	75.3
	Other (research scientist, engineers, life skills coach, etc.)	5	5.9	6.5	81.8
	product manager	4	4.7	5.2	87.0
	sales manager	5	5.9	6.5	93.5
	Vice President	5	5.9	6.5	100.0
	Total	77	90.6	100.0	
Missing	System	8	9.4		
Total		85	100.0		

## Appendix 6.4

### 5. IndustryOfOrg (The industry the respondents work for)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advertising, Arts & Media	10	11.8	11.9	11.9
	Banking & Financial Services	4	4.7	4.8	16.7
	Consulting & Strategy	12	14.1	14.3	31.0
	Design & Architecture	1	1.2	1.2	32.1
	Education & Training	8	9.4	9.5	41.7
	Engineering	1	1.2	1.2	42.9
	Farming & Agriculture	3	3.5	3.6	46.4
	Government & Defence	1	1.2	1.2	47.6
	Healthcare & Medical	5	5.9	6.0	53.6
	ICT - Information & Communication Technology	8	9.4	9.5	63.1
	Technology				
	Manufacturing, Transport & Logistics	4	4.7	4.8	67.9
	Marketing & Communications	4	4.7	4.8	72.6

	Mining, Resources & Energy	4	4.7	4.8	77.4
	Other	7	8.2	8.3	85.7
	Real Estate & Property	2	2.4	2.4	88.1
	Retail & Consumer Products	5	5.9	6.0	94.0
	Science & Tech	5	5.9	6.0	100.0
	Total	84	98.8	100.0	
Missing	System	1	1.2		
Total		85	100.0		

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*APPENDIX 7: Frequency Table - Qualitative*

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### Appendix 7.1

**@16.WillingnessToSpend\_ordinal**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	none	21	24.7	28.4	28.4
	less than 3000	25	29.4	33.8	62.2
	3-4000	17	20.0	23.0	85.1
	4-5000	7	8.2	9.5	94.6
	more than 7000	4	4.7	5.4	100.0
	Total	74	87.1	100.0	
Missing	System	11	12.9		
Total		85	100.0		

**17. TripIncreasesEmployeeLoyalty\_ProfessDevelopment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	65.9	88.9	88.9
	No	7	8.2	11.1	100.0
	Total	63	74.1	100.0	
Missing	System	22	25.9		
Total		85	100.0		

### Appendix 7.2

#### Features of a Trip

##### 21. FeaturesofTrip

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ALL OF THE ABOVE	26	30.6	34.2	34.2



Accommodation, Flight plans	2	2.4	2.6	36.8
Legal services (documentation & finding a visa in country of work), Accommodation, Gym & Club	1	1.2	1.3	38.2
Legal services (documentation & finding a visa in country of work), Accommodation, Flight plans,	3	3.5	3.9	42.1
Legal services (documentation & finding a visa in country of work), Employee Training & Job Certifications	1	1.2	1.3	43.4
Legal services (documentation & finding a visa in country of work), Accommodation, Flight plans	1	1.2	1.3	44.7
Legal services (documentation & finding a visa in country of work), Accommodation	4	4.7	5.3	50.0

## Appendix 7.3

### 19. Does Company Culture allow remotework

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES, they can work from home the entire week	24	28.2	28.2	28.2
	We have freelancers/independent contractors working for our company already.	2	2.4	2.4	30.6
	YES, but we prefer they work at the office.	8	9.4	9.4	40.0
	YES, but we prefer they work at the office., NO, they only work at the office.	1	1.2	1.2	41.2
	YES, they can work from home a few days a week (Hybrid model)	26	30.6	30.6	71.8
	YES, they can work from home a few days a week (Hybrid model), YES	6	7.1	7.1	78.8
	YES, they can work from home a few days a week (Hybrid model), YES	2	2.4	2.4	81.2
	YES, they can work from home the entire week, We have freelancers/independent	4	4.7	4.7	85.9
	YES, they can work from home a few days a week (Hybrid model), YES,	2	2.4	2.4	88.2
	Our company allows work from everywhere (employees choose, home,	1	1.2	1.2	89.4
	NO, they only work at the office.	5	5.9	5.9	95.3

YES, they can work from home a few days a week (Hybrid model), We have	1	1.2	1.2	96.5
YES, but we prefer they work at the office., We have freelancers/independent	1	1.2	1.2	97.6
YES, they can work from home the entire week, YES, but we prefer they work at the office.	2	2.4	2.4	100.0
Total	85	100.0	100.0	

## Appendix 7.4

### 22. AlreadyProvidesService

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES, our Human Resources department plans these trips	4	4.7	5.1	5.1
	YES, we use a service like this	7	8.2	8.9	13.9
	NO, we have never used a remote working service	56	65.9	70.9	84.8
	NO, we would rather use a travel agency	8	9.4	10.1	94.9
	NO, we have never used a remote working service, NO, we would rather use a travel agency	2	2.4	2.5	97.5
	HR does this for us	1	1.2	1.3	98.7
	Yes, but it's only for business required relocation (temp and perm)	1	1.2	1.3	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

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## *APPENDIX 8: Frequency Table – Likert Scale (3 questions)*

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## Appendix 8.1

Data gathered from SPSS

### 9. FutureofRemoteWork (1-7)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	1.2	1.2	1.2
	somewhat disagree	2	2.4	2.4	3.5
	neither agree nor disagree	14	16.5	16.5	20.0

somewhat agree	13	15.3	15.3	35.3
agree	15	17.6	17.6	52.9
strongly agree	40	47.1	47.1	100.0
Total	85	100.0	100.0	

### 11. RemoteWorkProductivity (1-7)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.2	1.2	1.2
	disagree	3	3.5	3.5	4.7
	somewhat disagree	8	9.4	9.4	14.1
	neither agree nor disagree	11	12.9	12.9	27.1
	somewhat agree	14	16.5	16.5	43.5
	agree	20	23.5	23.5	67.1
	strongly agree	28	32.9	32.9	100.0
	Total	85	100.0	100.0	

### 20. PositivelyImpact\_CompanyCulture (1-7)

	Frequency	Percent	Valid Percent	Cumulative Percent
	2	2.4	2.4	2.4
	7	8.2	8.2	10.6
	4	4.7	4.7	15.3
	8	9.4	9.4	24.7
	18	21.2	21.2	45.9
	18	21.2	21.2	67.1
	28	32.9	32.9	100.0
	85	100.0	100.0	

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## *APPENDIX 9: Chi-Square Cross Tab Test From SPSS*

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### Appendix 9.1

Chi-squared test using Cross tab from SPSS. **Independent variables used, Size of the company (*FullTimeEmployees*), Industry of the respondent's company (*IndustryOfOrg*), willingness to spend (*WillingnessToSpend\_ordinal*). The dependent variable is testing if the respondent works at a start-up or not, (*Startup\_nonstartup*),**

#### Case Processing Summary

Cases		Missing		Total	
Valid					
N	Percent	N	Percent	N	Percent

1. FullTimeEmployees * 2. Startup_nostartup	85	100.0%	0	0.0%	85	100.0%
5. IndustryOfOrg * 2. Startup_nostartup	84	98.8%	1	1.2%	85	100.0%
@16.WillingnessToSpend ordinal * 2. Startup_nostartup	74	87.1%	11	12.9%	85	100.0%

## Appendix 9.2

### 1. FullTimeEmployees \* 2. Startup\_nostartup

#### Crosstab

Count

		2. Startup_nostartup		Total
		No	Yes	
1. FullTimeEmployees	large	40	1	41
	medium	12	8	20
	small	17	7	24
Total		69	16	85

#### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.753 <sup>a</sup>	2	<.001
Likelihood Ratio	16.924	2	<.001
Linear-by-Linear Association	8.886	1	.003
N of Valid Cases	85		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.76.

## Appendix 9.3

### 5. IndustryOfOrg \* 2. Startup\_nostartup

#### Crosstab

Count

		2. Startup_nostartup		Total
		No	Yes	
5. IndustryOfOrg	Advertising, Arts & Media	6	4	10
	Banking & Financial Services	4	0	4
	Consulting & Strategy	10	2	12
	Design & Architecture	1	0	1
	Education & Training	7	1	8
	Engineering	1	0	1
	Farming & Agriculture	2	1	3
	Government & Defence	1	0	1
	Healthcare & Medical	5	0	5

ICT - Information & Communication Technology	5	3	8
Manufacturing, Transport & Logistics	4	0	4
Marketing & Communications	4	0	4
Mining, Resources & Energy	2	2	4
Other	7	0	7
Real Estate & Property	1	1	2
Retail & Consumer Products	4	1	5
Science & Tech	4	1	5
<b>Total</b>	<b>68</b>	<b>16</b>	<b>84</b>

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.364 <sup>a</sup>	16	.498
Likelihood Ratio	18.769	16	.281
Linear-by-Linear Association	.112	1	.738
N of Valid Cases	84		

a. 29 cells (85.3%) have expected count less than 5. The minimum expected count is .19.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.428	.498
	Cramer's V	.428	.498
	Contingency Coefficient	.393	.498
N of Valid Cases		84	

## Appendix 9.4

### @16.WillingnessToSpend\_ordinal \* 2. Startup\_nostartup

#### Crosstab

Count

		2. Startup_nostartup		Total
		No	Yes	
@16.WillingnessToSpend_ordinal	none	19	2	21
	less than 3000	19	6	25
	3-4000	14	3	17
	4-5000	2	5	7
	more than 7000	4	0	4
<b>Total</b>		<b>58</b>	<b>16</b>	<b>74</b>

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.406 <sup>a</sup>	4	.009

Likelihood Ratio	12.285	4	.015
Linear-by-Linear Association	2.377	1	.123
N of Valid Cases	74		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .86.

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*APPENDIX 10: Reliability tests – Likert scale questions, no exclusions*

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## Appendix 10.1

All Likert Scale variables included, data gathered from SPSS

### Scale: Likert questions 1

#### Case Processing Summary

		N	%
Cases	Valid	80	94.1
	Excluded <sup>a</sup>	5	5.9
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.796	.816	8

#### Item Statistics

	Mean	Std. Deviation	N
8.AwarenessOfWFA (1-7)	5.54	1.807	80
9. FutureofRemoteWork (1-7)	5.94	1.296	80
11. RemoteWorkProductivity (1-7)	5.53	1.475	80
12. WFAProductivity (1 - 7)	5.34	1.405	80
13.permit / recommend RemoteWork (1-7)	5.75	1.754	80
14. PayRemoteTrip (1-7)	4.31	1.873	80
15. PlanTripInsideCompany (1-7)	4.34	2.025	80
20. PositivelyImpact_CompanyCulture (1-7)	5.39	1.665	80

## Appendix 10.2

Likert Scale variables excluding item 20. "Positively Impact\_Company Culture

### Case Processing Summary

		N	%
Cases	Valid	80	94.1
	Excluded <sup>a</sup>	5	5.9
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.756	.783	7

### Item Statistics

	Mean	Std. Deviation	N
8. AwarenessOfWFA (1-7)	5.54	1.807	80
9. FutureofRemoteWork (1-7)	5.94	1.296	80
11. RemoteWorkProductivity (1-7)	5.53	1.475	80
12. WFAProductivity (1 - 7)	5.34	1.405	80
13.permit / recommend RemoteWork (1-7)	5.75	1.754	80
14. PayRemoteTrip (1-7)	4.31	1.873	80
15. PlanTripInsideCompany (1-7)	4.34	2.025	80

## Appendix 10.3

Likert Scale variables excluding item 20. "Positively Impact\_Company Culture

### Case Processing Summary

		N	%
Cases	Valid	82	96.5
	Excluded <sup>a</sup>	3	3.5
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.800	.818	7

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*APPENDIX 11: Summary Statistics – Mean & Standard Deviation*

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## Appendix 11.1

### Data gathered from SPSS

#### Item Statistics

	Mean	Std. Deviation	N
8. AwarenessOfWFA (1-7)	5.54	1.807	80
9. FutureofRemoteWork (1-7)	5.94	1.296	80
11. RemoteWorkProductivity (1-7)	5.53	1.475	80
12. WFAProductivity (1 - 7)	5.34	1.405	80
13. permit / recommend RemoteWork (1-7)	5.75	1.754	80
14. PayRemoteTrip (1-7)	4.31	1.873	80
15. PlanTripInsideCompany (1-7)	4.34	2.025	80
20. PositivelyImpact_CompanyCulture (1-7)	5.39	1.665	80

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.266	4.313	5.938	1.625	1.377	.374	8
Inter-Item Correlations	.357	-.032	.848	.879	-26.869	.053	8

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*APPENDIX 12: Kolmogorov-Smirnov Test for Normality*

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## Appendix 12.1

### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
8. AwarenessOfWFA (1-7)	.272	47	<.001	.773	47	<.001
9. FutureofRemoteWork (1-7)	.234	47	<.001	.845	47	<.001
11. RemoteWorkProductivity (1-7)	.185	47	<.001	.888	47	<.001
12. WFAProductivity (1 - 7)	.167	47	.002	.918	47	.003



13. permit / recommend RemoteWork (1-7)	.288	47	<.001	.773	47	<.001
14. PayRemoteTrip (1-7)	.159	47	.004	.936	47	.013
15. PlanTripInsideCompany (1-7)	.156	47	.006	.926	47	.006
@16. WillingnessToSpend ordinal	.215	47	<.001	.902	47	<.001
17. TripIncreasesEmployeeLoyalty ProfessDevelopment	.527	47	<.001	.356	47	<.001
18. ReasonsforPlanningTrip	.160	47	.004	.896	47	<.001
19. DoesCompanyCultureallow remotework	.234	47	<.001	.834	47	<.001
20. PositivelyImpact CompanyCulture (1-7)	.196	47	<.001	.848	47	<.001
21. FeaturesofTrip	.168	47	.002	.858	47	<.001
22. AlreadyProvidesService	.375	47	<.001	.740	47	<.001

a. Lilliefors Significance Correction

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*APPENDIX 13: Likert Scale Variables and Justifications*

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## Appendix 13.1

Table 3: The descriptions of the variables used for the hypothesis and the justifications of each Likert scale question. Source: created by Madelyn Thompson c. Survey variables for the hypothesis

Variable Name	Question Posed on Survey	Justification of Variable
AwarenessofWFA	8. How aware are you of the term "Work-From-Anywhere (WFA)", on a scale from 1 - 7 (1 very unaware, 7 very aware) ?	Respondents being more aware of how their employees can work remotely anywhere geographically indicates how willing they are to use a remote work service.
FutureofRemoteWork	9. On a scale from 1 to 7, where 1 means "strongly disagree" and 7 means "strongly agree", do you believe remote work to be the future?	Respondents acknowledging the force of future of remote work indicates how willing they are to move away from a traditional mindset and use a service that is inherently all digital.
RemoteWorkProductivity	11. On a scale from 1 to 7, where 1 means "strongly disagree" and 7 means "strongly agree". do you perceive remote	Respondents having a positive outlook on employee productivity in a remote work climate will indicate how they perceive remote work as positively or
WFAProductivity	12. On a scale from 1 - 7 where 1 means "strongly disagree" and 7 means "strongly agree" , how much do you agree with this statement? "Working from Anywhere Improves Productivity" .	Similar to question 11, however, with the geographical element included. Respondents viewing employee productivity in a remote setting beyond the same location as the office, will predict how willing there are to use a remote working service.
Permit/Recommend_Remote Work	13. On a scale from 1 to 7, where 1 means "very unlikely" and 7 means "very likely", how likely are you to permit / recommend your employees to work remotely for 1 month?	Respondent's willingness to allow and recommend a remote working service to their employees will indicate how willing they are to use the remote working service. This indicates the trust in the service.

PayRemoteTrip	14. On a scale from 1 to 7, where 1 means “not willing” and 7 means “very willing”, how willing are you to pay for a one month remote working trip for your employees?	How much respondents indicate their willingness to pay for a one month remote working trip will indicate their potential affiliation to a remote working service.
PlanTripInsideCompany	15. On a scale from 1 to 7, where 1 means “not willing” and 7 means “very willing”, how willing would you be to plan a one month remote working trip as a benefit for your employees on your own? E.g planning the remote working trip within the company versus outsourcing	Respondents’ willingness to plan a remote working trip within the company on their own will indicate how much they would need an external remote working service to host a trip.
PositivelyImpact_CompanyCulture	20. On a scale from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree”, do expect a 1-month remote working trip to positively impact your company culture?	Respondents’ agreeableness to a remote working service that impacts the company is a positive way will indicate how likely they are to use the service.

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*APPENDIX 14: Non-Parametric Mann-Whitney U Test*

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**Data gathered from SPSS**

**Appendix 14.1**

Mann-Whitney U test

		<b>Ranks</b>			
		2. Startup_nonstartup	N	Mean Rank	Sum of Ranks
@16.WillingnessToSpend_ordinal	No		58	35.33	2049.00
	Yes		16	45.38	726.00
	Total		74		

**Test Statistics<sup>a</sup>**

	@16.WillingnessToSpend_ordinal
Mann-Whitney U	338.000
Wilcoxon W	2049.000
Z	-1.720
Asymp. Sig. (2-tailed)	.085

a. Grouping Variable: 2. Startup\_nonstartup

## Appendix 14.2

Histogram of variables @16.WillingnessToSpend\_ordinal and @2.Startup\_nonstartup

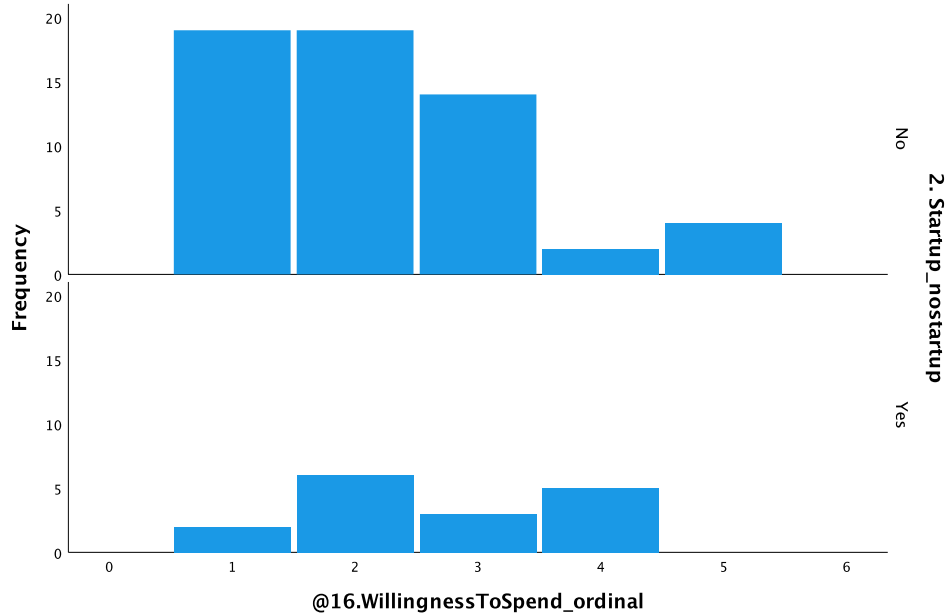


Figure 1. Shows a skewness of the two variables indicating that the data is not normally distributed.

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## *APPENDIX 15: Non-Parametric Spearman Rho Test*

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### Appendix 15.1

Spearman's rho test: WillingnessToSpend\_Ordinal and PositivelyImpact\_CompanyCulture

			Correlations	
			20. PositivelyImpact_Compan yCulture (1-7)	@16.WillingnessToSpend _ordinal
Spearman's rho	20. PositivelyImp act Company Culture (1-7)	Correlation Coefficient	1.000	.026
		Sig. (2-tailed)	.	.823
		N	85	74
	@16.Willing nessToSpend _ordinal	Correlation Coefficient	.026	1.000
		Sig. (2-tailed)	.823	.
		N	74	74



### Appendix 16.3

Physical marketing campaign calendar & budget for with direct mail, calls, and tradeshow events for publicity.

Figure 3: Physical marketing campaign calendar & budget. Source: Marketing plan created by Madelyn Thompson C.

Junto 12 Month go to Market Strategy – Physical Campaign																
Channels	Tactic	Pricing Model	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Gross Budget	Goal
Direct Email/Mail	Sending weekly emails	Free	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	4 emails	48 emails in 12 months	
Direct calls	calling companies in digital nomad communities	CPC (Cost-per-call), \$0.50/minute	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$2400	\$28 800	4 hours/day of calling, 5 days a week/12 months = 120/day.
Tradeshow/Event	Tech Crunch: Start-up Exhibitor Package: Virtual Booth Space - Lead Generation - Networking							\$380	\$200		\$80	\$300	\$100	\$1060		

#### Affidavit

Católica Lisbon School of Business and Economics

I, the undersigned, Madelyn Elena Thompson, do hereby state that I have not plagiarised the paper enclosed and that I am the only author of all sentences within this text. Any sentence included which was written by another author was placed within quotation marks, with explicit indication of its source. I am aware that by contravening the stated Católica Lisbon rules on plagiarism, I break the recognised academic principles and I expose myself to sanctions upon which the disciplinary committee will decide.

I also confirm this work has not previously been submitted during studies prior to Católica Lisbon. If this work has been written during studies conducted in parallel to my time at Católica Lisbon, I must state it.

I accept full responsibility for the content of this paper.

Signature:

Madelyn Elena Thompson, Lisbon, 19<sup>th</sup> March 2021