

Goal-oriented Retreats

An enhanced
professional
experience based
on a service
design approach

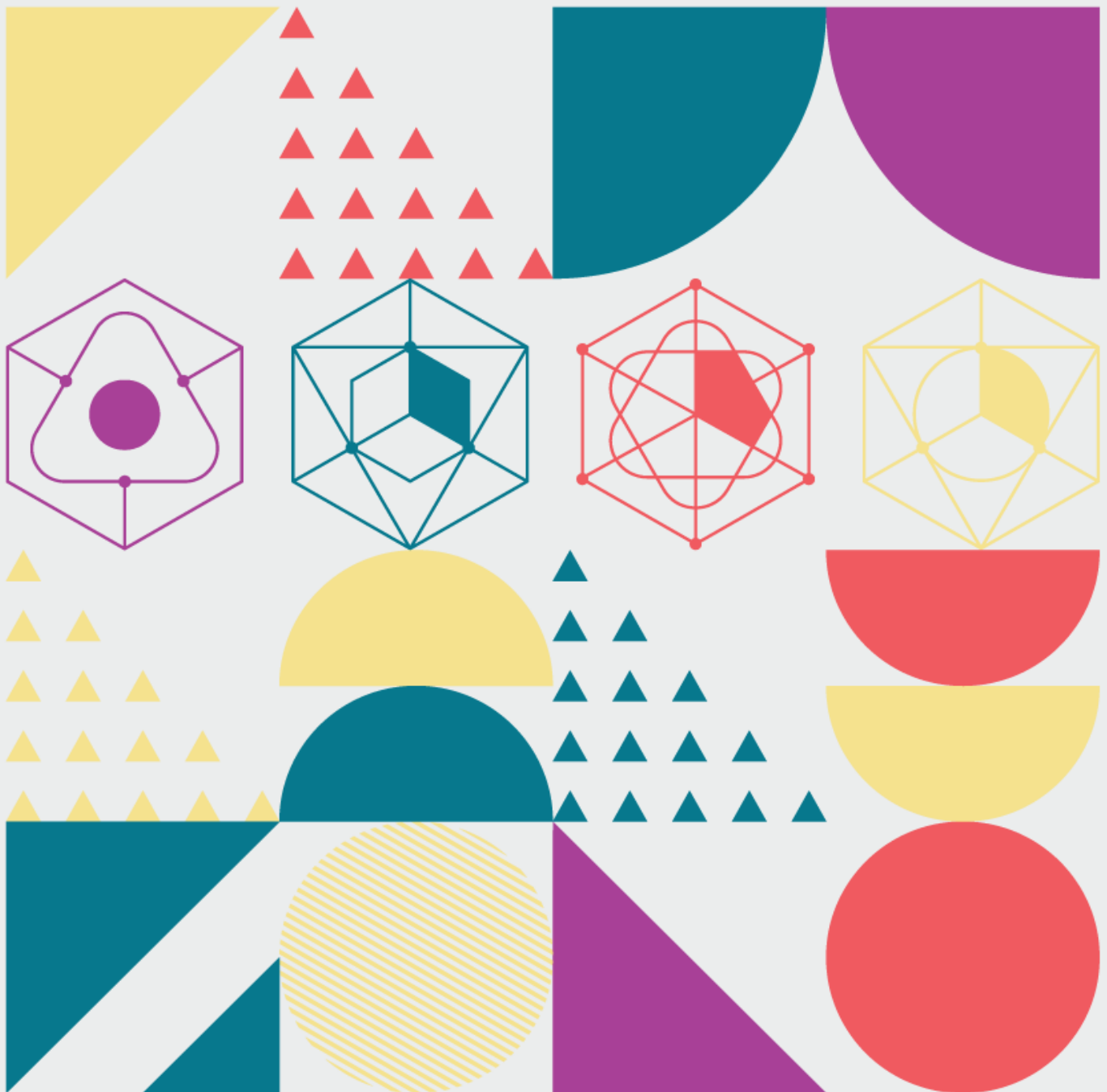


Table of contents

Appendix A: Interview Guide Expert Interviews

Appendix B: Code Book

Appendix C: Interview Guide Potential Clients

Appendix D: Project Brief

A Interview Guide

Expert Interviews

Interview request via email

Dear _____,

I'm interested in your expertise and knowledge about the management of a workation retreat, specifically for the corporate team target. I would love to hear all your learnings, both successful and challenging scenarios during your work in _____. Your information will support my master thesis at Delft University of Technology (TU Delft). Please find the details of how I want to proceed with the interview session:

Workation: aim and goal

Workation seems to be the collaborative bond between work and recreation in an attractive setting. Currently, the workation service provides a fundamental change in the world of work which is having a profound impact on the ways in which we work and live. Information and Communication Technology made working remotely a much more feasible option by breaking the barriers of working in a fixed place and the opportunities for full-time employees to immerse themselves in this lifestyle.

This master thesis research aims to understand and provide insight into how the workation service can be implemented more efficiently into the mature organization audience. The goal is to reach the mature organization by presenting the workation benefits in a way that they can adopt it into their business strategy.

I intend to collect information around the following topics:

The value of workation retreats

Building the proposition

Reaching the target group

Stakeholders & Partners

Outcomes

Any information provided is highly valuable and will be translated into anonymous insights. The interview should take place until the end of June 2019. I would be very happy to talk to you via skype, call or face to face. I look forward to your response and hopefully, we soon can get in touch with a suggested date and time.

Thank you very much for your valuable time and attention.
Have a nice day.

Material:
Interview guide
Voice recording device
Duration: +/- 1 hour

Research question: what are the motives and priorities of mature corporates around workations and how to position the service accordingly as an attractive opportunity for the segment?

Description of the design research: By interviewing the workation experts I want to know what corporate needs they are solving with their workation service. All the information gathered will provide further insight into how workation could be integrated into an effective corporate retreat service.

Opening

Thank you very much for contributing to this design research. I'm very interested in your perspective and experiences regarding your interest with the workation service. There are no wrong or right answers, any information provided is highly valuable and will be translated into anonymous insights.

General information of the interviewee

Name:
Company:
Occupation:

Interview

Blue questions are the most important part of this interview. All of them have "Probes" which are the grey questions, that are formulated to help answer the main question.

INTRODUCTION

Can you first tell me about your company?
What is your definition of "workation"?
Can you please tell me who is your principal target market.
Can you please describe your team retreat segment.

Can you explain to me a bit more about your team retreat offer?

Probes What did you find interesting?
What did you find challenging?

Topic 1: Value Proposition

What is your current value proposition for teams?
Probes Which problems are you helping to solve?
Is this a typical problem? What are other examples?
What team retreat goals are you satisfying?

Probes Do they come with you with a principal need?
What do they expect to have in the team retreat package?

Topic 2: Building the service

Who is your principal contact for the team retreats? (HR, team leaders)

Probes How frequent? Where is the most popular place?

How long can the team retreat be?

How do you build the proposal for the team retreat?

Probes What about the work components?

What about leisure components?

Who are the fundamental key players for the team retreat?

Probes Can you explain to me how does it work?

Topic 3: Reaching the target group

What channels do you use to reach your team retreat clients?

Probes Which channel works the best for the team retreat offer?

What type of relationship do you establish and maintain with them?

Probes How do you keep in touch with them?

How does that impact the team retreat?

Topic 4: Stakeholders and Partners

Can you please mention your strategic partners and stakeholders for the team retreat offer?

Probes How do you work with them?

How do you establish a professional relationship?

Who is your most dangerous competitor? Why?

Probes What are you doing to keep up your offer?

Topic 5: Outcomes

What are the most successful outcomes that you had experienced with a team retreat?

Probes Can you please elaborate more on ----- outcome

What were the main factors that made that retreat the most successful one?

What are the challenges that you had experienced with a team retreat?

Probes Are they always frequent?

How did you solve them?

Thank you very much for your valuable time and effort.

Do you have any more comments or questions?

B Code Book

| No. | Category | Description | Assigned to: | Example |
|-----|-----------------------------|---|---|--|
| 1 | Workation Service | The meaning that the workation providers are currently using and adopting in their business | <p>Workation retreat, Work and leisure activities Working in a vacation setting Working and meeting like-minded people The team travelling and working together Company event where a group of people do some work Going to an attractive destination and work online between work and vacation, the perfect combination of time Booking.com for company retreats and workations Coliving and coworking for full-time employees</p> | <p>“Teams have to accept that workation it’s not a product they can buy, it’s a service and they need to be part of it.”</p> <p>“During the day work on their own and afterwards share insights with each other.”</p> <p>“The workation is perceived as me-time a time to work on yourself professionally and spiritually.”</p> |
| 2 | Potential Value Proposition | The current value proposition that the workation providers offer | <p>Branding scape Personal treatment with a travel guide and travel manual Organizers and arranging all the logistics Living and working in attractive destinations such as Tenerife, Canaria, Spain, Switzerland. Unique location with a coworking and coliving space in a resort area such as the Swiss Alps Take the challenge and stress away from our customers and we solve it for them Automate the organization order to make it easier and cheaper Networking and business event Increase work-life balance Workspace plus activities around it daily A business network and an attractive destination</p> | <p>“The team retreat and workation service is a very niche offer, there are not a lot of offers out there.”</p> <p>“Organize and take care of all the logistics by speaking the same language.”</p> <p>“Our offer is unique as we don’t have a lot of competitors and not everybody is sharing their knowledge so it attracts a lot of companies.”</p> |

| No. | Category | Description | Assigned to: | Example |
|-----|------------------------|--|---|---|
| 3 | Delegation | All aspects of the organization, planning and structuring the agenda for the workation | Saving time and resources Fewer people involved in the planning to have a better result Customized experience participant oriented Organization of hackathons and design sprints Agenda and schedule structure Work and leisure time divided Work components booked and delivered Leisure activities booked and listed before the retreat | “The team leader can delegate the organization to us so they don't need to worry about anything and they don't have to spend resources and time.” “We send them our proposal and then iterate on that proposal, we try to make everything quick and easy.” |
| 4 | Building the community | Essential group of people to attract the corporate team segment | Project incubator Skill borrowing Platform for discussion Concentrate, have fun and work Networking platform Share information Different professions same values and mindsets Large mix of professionals Community drive, expertise, learnings and insights | “Freelancers build the community, they don't bring money but they build the idea behind workation.” “The community is the central value that makes the workation work.” |
| 5 | Accommodation | The first condition that the workation providers have to offer to the clients | Choosing the right venue for the retreat Accommodation matched Cheap, big, and weatherproofed Location finder Inspirational place Nature environment Nature surrounded Villa with proper workspace The place that it's comfortable and inspiring | “The accommodation it's very important because that's the first touchpoint that the team will have with the service.” “You don't want your team to be wandering without internet and with bad accommodation.” |

| No. | Category | Description | Assigned to: | Example |
|-----|---------------------------|---|---|--|
| 6 | Channels of communication | What channels are the workation providers are using to attract the corporate team segment | Slack community Website and social media Video calls, emails, slacks Content-drive Blog and posts Share-drive successes and learnings Marketing posts, LinkedIn Podcasts episodes with clients | “Having a blog is important to communicate the workation offer.” “Content creates a good relationship with the customers.” |
| 7 | Principal Contact | The people that reach the workation providers and ask for the workation service | Start-ups founders Remote companies People that are work focused and looking for a local experience in their free time Tech companies Small to medium corporates | “We had people who worked for Google, Inditex, American Airlines, Zara.” “It’s difficult to reach this customer but most of them come by recommendation of the previous customers” |
| 8 | Strategic Partners | Relevant partners and stakeholders that are involved in the workation process | Local tourism in the area Local hosts and guides Speakers, facilitators and coaches Accommodation providers Local service providers Transport company, catering, photography and videography Websites with good promotion Social associations Location operators Workspace operators Activity providers | “One partner is not enough, we look for partners that fit the group and the activities.” “Instead of owning we try to partner with different operators.” “We try to really think and work with the best partners.” |
| 9 | Team Attraction | Any means provided by the workation providers to attract and retain people for the corporate team segment | Share hiring page Skills share event Trendy Events Soft skill development Bonding retreats Team building retreats Trust building retreats | “Everybody wants to work with a company that organizes team retreats right? It says a lot about how they care about their employees’ happiness.” |

| No. | Category | Description | Assigned to: | Example |
|-----|---------------------------|--|--|--|
| 10 | Managing the expectations | All aspects related to the teams' expectations | <p>Working against loneliness</p> <p>Social environment</p> <p>Very fast input from hosts</p> <p>Very fast results in the new way of working</p> <p>Design sprint experts</p> <p>Hackathons experts</p> <p>Brainstorming sessions</p> <p>Ideation retreat</p> <p>Less time organizing the team and the agenda</p> <p>Comfortable workspace</p> <p>Single room venue</p> <p>High-quality service</p> <p>Nice to have a team activity</p> <p>Workation as a means of changing the company culture</p> <p>Good internet, good workspace</p> <p>Connect with professionals and learn from them</p> | <p>"Corporates have a superficial impression of what workations are, think they know it all, attend a workation once and then leave."</p> <p>"Everybody is open to sharing ideas, everybody is focusing on quality, everybody is trustworthy, everybody is reliable."</p> <p>"An expectation Management is required for the workation management."</p> <p>"Corporates often expect to get very fast input and results in the new work"</p> |
| 11 | Work-life balance | Conditions that working remotely brings to corporate teams | <p>Charging batteries away from your computer</p> <p>Alternatives to the home office</p> <p>Working and giving back to the local community</p> <p>Learning about remote work and living it</p> <p>Work remotely digitally and take some holidays</p> <p>Remote work in a local destination</p> <p>Freedom, flexibility and power to work digitally</p> <p>Feeling stable while being in a touristic destination</p> | <p>"Work efficiently and charge your batteries with a mix of leisure activities offered just outside the venue."</p> <p>"Employees want to experience the remote lifestyle and having a balance between their work and leisure time it's their motivation to manage it."</p> |

| No. | Category | Description | Assigned to: | Example |
|-----|----------------------|--|---|--|
| 12 | Cultural Changes | The role of workation as a cultural changemaker | Increase company culture Innovate or create a new culture Learn about remote work New ways of working in the corporate segment Dealing with digitization | "The workation is a starter, it slowly starts infecting the company world and then that's the opportunity to change the cultural mindset." |
| 13 | Achieve teams' goals | What goals the corporate team segment wants to tackle during the workation service | Motivation and staff retention goals possibly measured with the productivity of the team In need for an intense work environment No distractions away from the daily work noise Be more creative, more inspired, more focused Try new team experiences to bond and build personal relationships Vision and culture alignment Innovation retreat: improve product, service or process Brainstorming for a product development | "The goals are so different from one company to another, but three standard patterns: vision retreats, Practical retreats and team-building retreats." |
| 14 | Successful outcomes | All the factors involved for a successful workation retreat | Professional and personal development Booking platform Productive hackathons and design sprints Long-lasting relationships Enriched experience Change of mindset Networking opportunity | "As soon as the corporate teams see the benefits of the workation service, they want to engage in more productive experiences." |

| No. | Category | Description | Assigned to: | Example |
|-----|------------|--|---|---|
| 15 | Challenges | Learnings gathered along with the workation experience | Not enough time and capacity to reach the desired goal Difficult to manage large groups Living together for more than 5 days it's tiring Keeping the community alive Relying blindly on accommodation providers Lack of silent area Send your team to another continent Focusing on B2C instead of B2B Prepare all the meals Coworking partner Miscommunication | "We, as workation organizers, pay a lot of money in advance to book the accommodation without fully knowing that will book our services." "Having the partners' coworking space it's more difficult to control." |

C Interview Guide Potential Clients

Interview request via email

Dear _____,

I'm interested in your expertise and knowledge about the _____ role and the management of your core team. I would love to hear all your learnings, both successful and challenging scenarios during your work in _____. Your information will support my master thesis at Delft University of Technology (TU Delft). Please find the details of how I want to proceed with the interview session:

Workation: aim and goal

Workation seems to be the collaborative bond between work and recreation in an attractive setting. Currently, the workation service provides a fundamental change in the world of work which is having a profound impact on the ways in which we work and live. Information and Communication Technology made working remotely a much more feasible option by breaking the barriers of working in a fixed place and the opportunities for full-time employees to immerse themselves in this lifestyle.

This master thesis research aims to understand and provide insight into how the workation service can be implemented more efficiently into the mature organization audience. The goal is to reach the mature organization by presenting the workation benefits in a way that they can adopt it into their business strategy.

I intend to collect information around the following topics:

Description of your role as a _____.

Teams' motives & priorities

Team setting

Communication

Successful Outcomes and Challenges

Any information provided is highly valuable and will be translated into anonymous insights. The interview should take place until the end of July 2019. I would be very happy to talk to you via skype, call or face to face. I look forward to your response and hopefully, we soon can get in touch with a suggested date and time.

Thank you very much for your valuable time and attention.
Have a nice day.

Material:
Interview guide
Voice recording device
Duration: +/- 1 hour

Research question: what are the motives and priorities of mature corporates around workations and how to position the service accordingly as an attractive opportunity for the segment?

Description of the design research: By interviewing the workation experts I want to know what corporate needs they are solving with their workation service. All the information gathered will provide further insight into how workation could be integrated into an effective corporate retreat service.

Opening

Thank you very much for contributing to this design research. I'm very interested in your perspective and experiences as a _____, the management of your team, and regarding your interest with the workation service. There are no wrong or right answers, any information provided is highly valuable and will be translated into anonymous insights.

General information of the interviewee

Name:
Company:
Occupation:

Interview

Blue questions are the most important part of this interview. All of them have "Probes" which are the grey questions, that are formulated to help answer the main question.

INTRODUCTION

Can you first tell me about your role as a _____?

What is your definition of "team"?

What is your definition of "retreat"?

Can you explain to me a bit more about your team management?

Probes What did you find interesting?

What did you find challenging?

Topic 1: The motives & priorities

What are the most important tasks that you try to complete?

Probes Which problems are you helping to solve?

Is this a typical problem? What are other examples?

What team goals are you satisfying?

Probes What does your team expects from you?
What do you expect from them?
How engaged do you feel with your team?
Probes How do you discuss an important decision together?
How frequently do you meet your team after work hours?
How do you keep yourself motivated?
Probes How do you keep your team motivated?

Topic 2: Team setting

When in need of new members for your team...
In which criteria do you choose them?
Probes can you explain more about your team criteria
Who is your principal contact within the team?
Probes How frequent? Where do you meet them?
How long do you meet them?
How do you pitch a new proposal for your team?
Probes What kind of tools do you use to transmit your new proposal?
Is there a leisure component involved in this pitch?
How do you create the ideal environment for your team to work efficiently?
Probes What work components do need for you and your team?
Is there a leisure component involved in this teamwork?

Topic 3: Communication

What channels do you use to communicate with your team?
Probes Which channel works the best?
What type of relationship do you establish and maintain with them?
Probes How do you keep in touch with them?
How does that impact the team?
How often do you have dinner or leisure activities together?
Probes Can you explain to me how does it work?
How does that impact the team?
What risks have you and your team had encountered before?
Probes How do you solve them as a team?
How was the experience of this risk?

Topic 4: Successful Outcomes & Challenges

Have you been involved in a team retreat before?
IF YES...
What were the main goals (priorities/motivations) of that retreat?
Did your whole team attend to the team retreat?
What expectations does the corporate have regarding the retreat?

What are the perks that your employees highly value from the corporate retreat?
What are the most successful outcomes that you had experienced with a team retreat?
Probes Can you please elaborate more on that successful outcome
What were the main factors that made that retreat the most successful one?
What are the challenges that you had experienced with a team retreat?
Probes Are they always frequent?
How did you solve them?

IF NO...

Do you have a similar service that provides the same value?
What would make the team retreat the best experience?
Would it be nice to work on different themes? For example team building, innovation booster, enhance corporate culture, cross-functional communication?

Thank you very much for your valuable time and effort. Do you have any more comments or questions?