Goal-oriented Retreats
An enhanced professional experience based on a service design approach
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Appendix D: Project Brief
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?
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<tr>
<td>1</td>
<td>Workation Service</td>
<td>The meaning that the workation providers are currently using and adopting in their business</td>
<td>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</td>
<td>“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.” “During the day work on their own and afterwards share insights with each other.” “The workation is perceived as me-time a time to work on yourself professionally and spiritually.”</td>
</tr>
<tr>
<td>2</td>
<td>Potential Value Proposition</td>
<td>The current value proposition that the workation providers offer</td>
<td>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</td>
<td>“The team retreat and workation service is a very niche offer, there are not a lot of offers out there.” “Organize and take care of all the logistics by speaking the same language.” “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.”</td>
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| 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.”                                                                                                                                                           |
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| 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.” |
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| 10  | Managing the expectations    | All aspects related to the teams' expectations                             | Working against loneliness<br> Social environment<br> Very fast input from hosts<br> Very fast results in the new way of working<br> Design sprint experts<br> Hackathons experts<br> Brainstorming sessions<br> Ideation retreat<br> Less time organizing the team and the agenda<br> Comfortable workspace<br> Single room venue<br> High-quality service<br> Nice to have a team activity<br> Workation as a means of changing the company culture<br> Good internet, good workspace<br> Connect with professionals and learn from them | "Corporates have a superficial impression of what workations are, think they know it all, attend a workation once and then leave."
"Everybody is open to sharing ideas, everybody is focusing on quality, everybody is trustworthy, everybody is reliable."
"An expectation Management is required for the workation management."
"Corporates often expect to get very fast input and results in the new work" |
| 11  | Work-life balance            | Conditions that working remotely brings to corporate teams                 | Charging batteries away from your computer<br> Alternatives to the home office<br> Working and giving back to the local community<br> Learning about remote work and living it<br> Work remotely digitally and take some holidays<br> Remote work in a local destination<br> Freedom, flexibility and power to work digitally<br> Feeling stable while being in a touristic destination | "Work efficiently and charge your batteries with a mix of leisure activities offered just outside the venue."
"Employees want to experience the remote lifestyle and having a balance between their work and leisure time it's their motivation to manage it." |
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<tr>
<td>12</td>
<td>Cultural Changes</td>
<td>The role of workation as a cultural changemaker</td>
<td>Increase company culture Innovate or create a new culture Learn about remote work New ways of working in the corporate segment Dealing with digitization</td>
<td>&quot;The workation is a starter, it slowly starts infecting the company world and then that's the opportunity to change the cultural mindset.&quot;</td>
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<td>13</td>
<td>Achieve teams' goals</td>
<td>What goals the corporate team segment wants to tackle during the workation service</td>
<td>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</td>
<td>&quot;The goals are so different from one company to another, but three standard patterns: vision retreats, Practical retreats and team-building retreats.&quot;</td>
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<td>14</td>
<td>Successful outcomes</td>
<td>All the factors involved for a successful workation retreat</td>
<td>Professional and personal development Booking platform Productive hackathons and design sprints Long-lasting relationships Enriched experience Change of mindset Networking opportunity</td>
<td>&quot;As soon as the corporate teams see the benefits of the workation service, they want to engage in more productive experiences.&quot;</td>
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Goal-oriented retreats - An enhanced professional experience based on a service design approach
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<tr>
<td>15</td>
<td>Challenges</td>
<td>Learnings gathered along with the workation experience</td>
<td>Not enough time and capacity to reach the desired goal</td>
<td>“We, as workation organizers, pay a lot of money in advance to book the accommodation without fully knowing that will book our services.”</td>
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<td>Difficult to manage large groups</td>
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<td>Living together for more than 5 days it’s tiring</td>
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<td>Keeping the community alive</td>
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<td>Relying blindly on accommodation providers</td>
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<td>Lack of silent area</td>
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<td>Send your team to another continent</td>
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<td>Focusing on B2C instead of B2B</td>
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<td>Prepare all the meals</td>
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<td>Coworking partner</td>
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<td>Miscommunication</td>
<td>“Having the partners’ coworking space it’s more difficult to control.”</td>
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</tbody>
</table>
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?
**Project Brief**

**IDE Master Graduation**

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

*STUDENT DATA & MASTER PROGRAMME*

Save this form according the format "IDE Master Graduation Project Brief_firstname_lastname_studentnumber_dd-mm-yyyy".

Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1!

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<th>Mendoza Villaneda</th>
</tr>
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<td>SSVM</td>
</tr>
<tr>
<td>given name</td>
<td>Sandra Stephanina</td>
</tr>
<tr>
<td>student number</td>
<td>4744209</td>
</tr>
<tr>
<td>street &amp; no.</td>
<td>Löcherhaldenstrasse S8</td>
</tr>
<tr>
<td>postcode &amp; city</td>
<td>73770 Denkendorf</td>
</tr>
<tr>
<td>country</td>
<td>Germany</td>
</tr>
<tr>
<td>phone</td>
<td>+31653369714</td>
</tr>
<tr>
<td>email</td>
<td><a href="mailto:sdr.smv@gmail.com">sdr.smv@gmail.com</a></td>
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**Your master programme (only select the options that apply to you):**

- IDE master(s):
  - [ ] PD
  - [ ] DI
  - [ ] SPD

2nd non-IDE master:

- individual programme:
  -  

honours programme:

- [ ] Honours Programme Master
- [ ] Medesign
- [ ] Tech. in Sustainable Design
- [ ] Entrepreneurship

**SUPERVISORY TEAM**

Fill in the required data for the supervisory team members. Please check the instructions on the right!

**chair**

| Henk Kuipers | dept. / section: | ID - AED |

**mentor**

| Anne Kranzhühler | dept. / section: | ID - PIM |

2nd mentor

<table>
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<tr>
<th>Anne-Marie Jentisch</th>
<th>organisation:</th>
<th>Out of Office</th>
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<td>city:</td>
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**comments (optional)**

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IDE TU Delft - E&SA Department |

Graduation project brief & study overview |

2018-01 v30

Page 1 of 7
Workation for the Mature Corporation

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 06 - 05 - 2019 end date 23 - 09 - 2019

INTRODUCTION

Please describe the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value, and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money, ...), technology, ...).

Out of Office is a start-up that offers workations services, defined as "a unique group experience outside the usual work environment"(Out of Office, 2018). Workation seems to be the hybrid practice between coworking (a shared working space where people can network and have a peer to peer interaction (Spinuzzi, 2012)) and leisure activities. Currently, Out of Office targets 2 different markets: corporate teams and digital nomads. For corporate teams, Out of Office currently promises to design a bespoke, goal-oriented event suitable for their work needs and leisure desires. For digital nomads, Out of Office offers workations where they can meet other digital nomads to co-work and share knowledge, allowing them to be productive while enjoying leisure activities.

It seems possible that coworking spaces provide a more innovative and creative environment since people are interacting by face-to-face and creating collisions that can improve organizational performance (Waber et al. 2014). Additionally, workation services mixed all the benefits of coworking spaces with attractive destinations and leisure activities since it is important to recover from work stress situations which have repercussions on physiological and mental resources needed to enabled the cognitive processes for problem-solving (Weinberger et al. 2018). Moreover, the workation destination and accommodation space plays an important value for inspiration, productivity and team building since not all the corporate office spaces are design for this purpose (Waber et al. 2014). All these benefits reach the mature corporations' interest, however, it is not yet part of their business strategy. In response, the potential value that this segment can get from a workation service can be multidimensional and go well beyond the current promise of Out of Office. Workations can be valuable for the mature corporation by offering an opportunity to learn from, while leveraging, community building, collaborative work, and relaxing environments together with potential savings on expensive, ineffective retreats (Valdes-Dapena, 2018).

Since these potential value propositions are yet to be validated, a service-design mindset is required to offer a comprehensive understanding of the motives and priorities of mature corporation in relation to workation services. Furthermore, the future service proposal could help Out of Office restructure its current business model.

20https://hbr.org/2015/06/how-to-plan-a-team-offsite-that-actually-works
Personal Project Brief - IDE Master Graduation

Introduction (continued): space for images

Image/figure 1: Workation service in Mallorca https://www.youtube.com/watch?v=U0CIiXMrHyY

Image/figure 2: Workation service

Goal-oriented retreats - An enhanced professional experience based on a service design approach
Personal Project Brief

PROBLEM DEFINITION
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (~ 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Most mature corporations still operate the traditional workplace, they measure productivity as employees being physically present in the office environment but few measure whether the space’s design helps or hurts employees’ performance (Walber et al. 2014). Nevertheless, some mature corporations send their corporate teams to retreats that promise team building training, but they are presented to be ineffective due to a lack of goal-oriented activities. This issue is caused by these activities which are leisure-centred focused on emotion bonding causing the employees to not hold on to these bonds when phasing the day-to-day work pressure (Valdes-Dapena, 2018). This presents an immense expense for the corporation as the promising retreat does not result in the desired outcome.

Therefore, a better environment and space mixed with leisure activities can help employees better balance the social, professional, and physical dimensions of their lives. What’s more it can be also crucial for the mature corporations if they can have a more effective arrangement between work and leisure in their team retreats.

This thesis project aims to improve the current Out of Office offering for mature corporations, in order to provide a better, more valuable service for this segment. This would be carried out using the value proposition canvas as a tool to understand and map the mature corporations’ needs and pains in an holistic way. The project’s target group is the German mature corporation market since Out of Office current clientele are in their majority German natives.

ASSIGNMENT
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of the issue(s)) pointed out in “problem definition”. Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, …. In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

This master thesis will investigate how to position the service workation as an attractive and beneficial retreat opportunity to the mature corporation by improving the value proposition of workation for corporate teams in a goal-oriented retreat and thus benefit Out of Office business model. The end result will be the new workation service for mature corporations, illustrated by at least one elaborated model of a workation design.

An initial diagnosis phase will aim to identify the current benefits associated with workations from both incumbent segments’ perspectives: digital nomads and corporate teams. Via literature review, observations and semi-structured interviews, a better understanding of the current needs satisfied, problems solved, and overall value perception will be gained.

A consecutive phase will go deeper into the mature corporations needs and priorities related to workation services using the value proposition canvas as a primary tool. The key research question to address is: what are the motives and priorities of mature corporations around workations and how to position the service accordingly as an attractive opportunity for the segment? The first part of the question explores the possibilities and opportunities enabled by service design as a mindset. The second part starts to offer alternatives based on the evidence collected to build the value proposition canvas for the mature corporations.

To make the value proposition canvas concrete and actionable, semi-structured interviews with coworking space operators, current clients of Out of Office, and mature corporations will be conducted. The intention is to gain a holistic understanding of the service, leveraging learnings from the challenges and opportunities identified by strategic partners as well. The insights gathered will make possible to derive implications for the mature corporations on how workation could serve them better and design a format workation model.
**Planning and Approach**

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, great light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

<table>
<thead>
<tr>
<th>Start Date</th>
<th>Project Week</th>
<th>Special Event</th>
<th>End Date</th>
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<tbody>
<tr>
<td>6 - 9 - 2019</td>
<td></td>
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<td>23 - 9 - 2019</td>
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The project will start with the company analysis phase related to the actual value proposition that Out of Office offers to their two target groups in order to explore the benefits of both views and comparing where they overlap or where corporate teams could also benefit from digital nomad benefits. Semi-structured interviews with workation organizers and current clients will give me more insight and form the basis for the following research process.

The literature review will be my second stage. Starting on desk research about workation, high-level exploratory research on competitor analysis, human resources and psychological research regarding the benefits of flexibility for employees. The literature review phase is going to set the ground for useful insights and form the basis for the following research process. I will ask Out of Office key stakeholders to participate in collaborative analysis/ideation sessions to guarantee a successful value proposition phase.

The third stage consists on engaging with mature corporations specially with team managers and HR managers to discover their motives and priorities by using the value proposition canvas as a tool to communicate my hypothesis on how workation can be beneficial for them.

Once all the testing and feedback has been collected and analysed the conclusions can be drawn for the value proposition canvas. In this phase there will be a quick iteration where the corporate teams will be closely involved to test the value proposition canvas and evaluate it in order to make sure the final service is indeed helpful for the mature corporation.

I'm planning to schedule meetings with my chair, supervisor and Out of Office mentor two times per month (ideally once every two weeks); one it's going to be via skype and the other one it's going to be a face to face meeting. In this way, I can have enough time to properly meet my monthly goals while keeping the team updated and aligned.

IDE TU Delft - E&GA Department // Graduation project brief & study overview // 2018-01 v30
Initials & Name: SSMV Mendoza Villaneda Student number: 4734209
Title of Project: Workation for the Mature Corporation

Goal-oriented retreats - An enhanced professional experience based on a service design approach
MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology. ... Stick to no more than five ambitions.

My personal goal is to set a ground for my future career in a mature organisation by working on these 5 ambitions:

- In-depth knowledge on organisational work structure: I have a genuine interest in organisational innovation: what would be the outcome of integrating a crowd-sharing mindset in the core structure of the organisation?

- Practising professional communication skills: along with this thesis project, I will interview and approach different people that are experts on the coworking topic, organisational structure, and organisational needs.

- Broadening my Service Design skills: engage with customer needs, execute ideas and create business value that links with the organisation goals.

- Defend design choices: correctly argue and maintain my design decisions based on previous user research and critical arguments.

- Adopt the Business Model Canvas from a design perspective: better understand how a company creates, delivers, and captures value.