

Adapting to the New Reality of Work

Study about the Key Considerations for Adopting a Remote Work Strategy in Vorarlberg's Industrial Sector

Submitted in Fulfilment of the Degree

Master of Arts in Business (MA)

University of Applied Sciences Vorarlberg

International Management and Leadership

Submitted to

MMag. Hannes Tschütscher

Handed in by

Manuel Jankowitsch, BSc.

Dornbirn, 30. June 2023

Abstract

Adapting to the New Reality of Work: Study about the Key Considerations for Adopting a Remote Work Strategy in Vorarlberg's Industrial Sector

A rapid change to remote work during the beginning of the Covid-19 pandemic allowed many organizations to roll out new collaboration platforms to rapidly digitalize their workflows and processes in order to continue operation. This sudden shift to remote work revealed to employees the potential benefits of working remotely in the form of additional flexibility and also showed the challenges and barriers organizations could face by introducing such a strategy. This thesis aims to uncover the key considerations that the organizations of the industrial sector in Vorarlberg need to consider establishing a remote work strategy.

According to the results from the research, the Covid-19 pandemic was as a paradigm change for the interviewed decision makers about how they thought about remote work and how they transformed their respective organizations too continue to operate. After the initial phase of Covid-19 restrictions organizations started to experiment with a remote work strategy of their own, based on their past experiences. For now, most of the interviewed organizations use already different remote work concepts and evaluate which one suits best their needs. The main considerations as to why an organization introduced a remote work strategy are to be an attractive employer and to stay ahead in the search for new talent. Further by introducing a remote work strategy, organizations need to change their rules of collaboration, adapt their core values to fit a remote workplace and to introduce collaboration platforms which are designed to support a remote workforce.

Keywords in English: Remote Work, Hybrid Work, New Work, Organization, Leadership, Recruiting

Kurzreferat

Anpassung an die neue Arbeitsrealität: Eine Studie über die wichtigsten Überlegungen zur Einführung einer Fernarbeitsstrategie in der Vorarlberger Industrie

Die rasche Umstellung auf Telearbeit zu Beginn der Covid-19 Pandemie veranlasste viele Unternehmen, neue Kollaborationsplattformen einzuführen, mit dem Ziel den Betrieb aufrecht-erhalten. Die Einführung neuer Kollaborationsplattformen erforderte es zudem ihre Arbeitsab-läufe und Prozesse zu digitalisieren umso ihre Tätigkeiten effektiv fortsetzen zu können. Diese plötzliche Umstellung auf Telearbeit hat den Mitarbeitern die potenziellen Vorteile in Form von zusätzlicher Flexibilität vor Augen geführt. Jedoch hat die plötzliche Umstellung auf Telearbeit auch gezeigt, welche Herausforderungen und Hindernisse sich den Unternehmen bei der Ein-führung dieser Arbeitsform stellen müssen. Ziel dieser Arbeit ist es, die wichtigsten Überle-gungen aufzudecken, welche die verarbeitende Industrie in Vorarlberg bei der Einführung ei-ner Telearbeit-Strategie in ihrem Unternehmen anstellt.

Den Forschungsergebnissen zufolge bedeutete die Covid-19-Pandemie für die befragten Ent-scheidungsträger einen Paradigmenwechsel in Bezug auf die Art und Weise, wie sie über die Telearbeit dachten und wie sie ihre jeweiligen Organisationen umgestalteten, um weiterarbei-ten zu können. Nach der Anfangsphase der Covid-19-Beschränkungen begannen die Unter-nehmen, auf der Grundlage ihrer bisherigen Erfahrungen mit einer eigenen Strategie für die Telearbeit zu experimentieren. Im Moment nutzen die meisten der befragten Organisationen bereits verschiedene Fernarbeitskonzepte und evaluieren, welches am besten zu ihren Be-dürfnissen passt. Die Hauptgründe, warum ein Unternehmen eine Strategie für Telearbeit ein-führt, sind die Attraktivität als Arbeitgeber und die Möglichkeit, bei der Suche nach neuen Talenten einen Vorteil zu haben. Darüber hinaus müssen Unternehmen bei der Einführung einer Strategie für Telearbeit ihre Regeln für die Zusammenarbeit ändern, ihre Grundwerte an die Anforderungen eines Telearbeitsplatzes anpassen und Plattformen für die Zusammenar-beit einführen, die für die Unterstützung von Telearbeitern konzipiert sind.

Keywords in German: Fernarbeit, Hybridarbeit, Neue Arbeit, Organisation, Führung, Perso-nalbeschaffung

Table of contents

| | |
|--|-----------|
| List of figures | 7 |
| List of tables | 8 |
| List of abbreviations and symbols | 9 |
| 1 Introduction to the thesis | 10 |
| 1.1 Adopting to the new reality of work | 10 |
| 1.2 Research question | 12 |
| 1.3 Thesis structure | 12 |
| 2 Literature review | 13 |
| 2.1 Remote work | 13 |
| 2.1.1 Remote work definition | 13 |
| 2.1.2 Remote work concepts | 14 |
| 2.1.3 Remote work framework | 16 |
| 2.1.3.1 Remote work technology | 16 |
| 2.1.3.2 Remote work ground rules | 17 |
| 2.2 Challenges in the industry in Vorarlberg | 19 |
| 2.2.1 Technology adaption in Vorarlberg industry | 19 |
| 2.2.2 Legal challenges for remote work concepts | 19 |
| 2.2.2.1 Austrian remote work legislations | 20 |
| 2.2.2.2 European Union remote work legislations | 21 |
| 2.2.3 Challenging labour market | 22 |
| 2.3 Consideration for a remote work strategy | 24 |
| 2.3.1 Benefits of remote work concepts | 24 |
| 2.3.1.1 Global talent pool | 24 |
| 2.3.1.2 Cost optimization | 25 |
| 2.3.1.3 Employee satisfaction | 25 |
| 2.3.2 Challenges and barriers for introducing remote work concepts | 26 |
| 2.3.2.1 Feared loss of control by leaders | 27 |
| 2.3.2.2 Performance management | 28 |
| 2.3.2.3 Employee engagement | 29 |
| 2.3.2.4 Change in leadership behaviour | 31 |
| 2.3.3 Acquisition of international talent | 32 |
| 2.3.3.1 Attracting remote employees | 32 |

| | | |
|------------|--|-----------|
| 2.3.3.2 | Hiring the right employees | 33 |
| 2.3.3.3 | Onboarding of remote employees | 34 |
| 3 | Research | 35 |
| 3.1 | Research approach | 35 |
| 3.2 | Data collection and transcription | 37 |
| 3.3 | Data analysis | 37 |
| 3.3.1 | Analysis method | 38 |
| 3.3.2 | Interview codes | 39 |
| 3.4 | Results and analysis | 41 |
| 3.4.1 | Used code analysis | 41 |
| 3.4.2 | Interviews | 43 |
| 3.4.3 | Past or current experience with remote work concepts | 44 |
| 3.4.3.1 | Personal experiences | 44 |
| 3.4.3.2 | Company experiences | 45 |
| 3.4.3.3 | Remote work concepts | 47 |
| 3.4.3.4 | Remote work framework | 48 |
| 3.4.3.5 | Organizational changes regarding the remote work | 49 |
| 3.4.3.6 | Remote work employee performance evaluation | 51 |
| 3.4.4 | Key consideration for introducing a remote work strategy | 53 |
| 3.4.4.1 | Factors for remote work | 53 |
| 3.4.4.2 | Factors against remote work | 54 |
| 3.4.4.3 | Decision for a remote work concept | 55 |
| 3.4.4.4 | Onboarding of new remote employees | 57 |
| 3.4.5 | Barriers of introducing remote work concepts | 58 |
| 3.4.5.1 | Organizational barriers towards remote work | 58 |
| 3.4.5.2 | Employee barriers towards remote work | 60 |
| 3.4.5.3 | Legal challenges towards remote work | 62 |
| 3.4.6 | Perceived advantages of remote work concepts | 64 |
| 3.4.6.1 | Global talent pool | 64 |
| 3.4.6.2 | Advantages for current employees | 65 |
| 3.4.6.3 | Employer advantages | 66 |
| 3.4.6.4 | Measurement of the remote work advantage | 66 |
| 3.5 | Discussion | 68 |
| 3.5.1 | Comparison of the research findings against the research questions | 68 |
| 3.5.2 | Comparison of the findings to the literature | 71 |

| | | |
|----------|---|------------|
| 4 | Conclusion | 74 |
| 4.1 | Implications for the manufacturing industry | 74 |
| 4.2 | Limitations of the research | 75 |
| 4.3 | Future research | 76 |
| | References | 77 |
| | Appendix | 81 |
| | Statement of Affirmation | 251 |

List of figures

| | |
|--|----|
| Figure 1 Overlapping of the different work concepts | 13 |
| Figure 2 The five levels of remote work | 18 |
| Figure 3 Differences in the treatment of teleworkers | 22 |
| Figure 4 Biggest issues of remote work..... | 27 |
| Figure 5 Remote leadership model..... | 31 |
| Figure 6 Code matrix & heatmap | 41 |
| Figure 7 Code map & connections..... | 42 |

List of tables

| | |
|---|----|
| Table 1 Remote work / teleworking regulations cluster | 21 |
| Table 2 Interview themes and research interest | 36 |
| Table 3 Data sampling | 37 |
| Table 4 Interview details | 43 |
| Table 5 Remote concept matrix | 74 |

List of abbreviations and symbols

MR...Mixed Reality, combination of Augmented Reality and Virtual Reality Systems

ICT...Information and Communication Technology

ERP...Enterprise Resource Planning

AX...ERP Software from Microsoft

GDPR...General Data Protection Regulation

SME...Small and Middle-sized Enterprises

KPI...Key Performance Indicator

OKR...Objective and Key Results

1 Introduction to the thesis

The Covid-19 pandemic forced a rapid shift to remote work arrangements with organizations prompted to rethink their employment strategies due to forced governmental lockdowns. This sudden shift benefits the technology sector, which is a developer for digital collaboration, and led organizations to re-design their processes to support a remote workforce. The pandemic gave many employees the opportunity to work remotely and now they are expecting it from their employers. For the industrial sector in Vorarlberg, it is crucial to transform to a remote friendly work environment to address the shortage of qualified employees and maintain competitiveness.

This study aims to explore the key considerations for developing a remote work strategy in the manufacturing industry, including barriers, benefits, and acquisition of international talent. The thesis is structured into four chapters: introduction, literature review, research methodology and results, and conclusion.

1.1 Adopting to the new reality of work

At the start of the Covid-19 pandemic in February/March 2020, nearly all organizations, institutions and businesses were forced to switch to remote work arrangements. At this time, many organizations did not have the required infrastructure yet to support this rapid transformation and were forced to adjust as fast as possible to continue their business. This adaption to new ways of collaborating enabled organizations to re-think their employment strategy from on-site to a distributed workforce. The use of virtual conference tools such as Slack, Zoom and Microsoft Teams surged within the first months of the pandemic. By March 31st 2020, Zoom had over 4.84 million active users in the US, a growth of over 151% year to year. Many organizations rolled out these kinds of tools almost overnight and they had to adjust their process and work organizations accordingly.¹

The sudden shift to remote put a lot of stress on the employees who had to start working from their homes and additionally put the company's leadership in a completely new role. Subsequently, corporate management had to implement new processes, policies, and rules to ensure that everyone could participate in the new virtual environment. The leadership team had to now manage a remote team from one day to the next without any experience in doing so. Leaders were suddenly confronted with "the individual as a whole," not only their work personal, as they worked in a completely different environment. This required that leaders re-

¹ Case, 'Zoom, Microsoft Teams, and Slack Have Exploded Due to the COVID-19Pandemic. Can They Hold onto This Growth?'

think their behaviour towards employees so that they could speak openly about their worries and problems.²

In the beginning of the Covid-19 pandemic the technology sector saw a big boost in developing new and innovative collaboration tools, which enabled organizations to manage their remote workforce more efficiently. Innovative collaboration technologies such as mixed realities devices (MR), have an immense potential to boost employees' work efficiencies even further and allow them to better connect to their distributed colleagues. Some organizations already use such devices during training and technology support sessions. The potential of MR devices lies in the merging of virtual reality and reality for the user, which can lead to a huge improvement in the collaboration of remote teams compared to the use of classic means of communications.³

The Covid-19 pandemic showed both employees and employers that remote work is possible as well as effective for white collar workers. This change to how work can be organized resulted in young professionals to expect remote or work from home policies. A report by Universum found that 64% of all students asked to see the option to work remotely as a must have feature when they are looking for a new job. On average, the Austrian students wanted to work 2.4 days per week remotely.⁴ This data suggests that organizations must adapt their hiring and on-boarding strategies to attract these potential employees. Without any change in their processes, they will miss this new remote talent pool for their vacant job positions, and they must search and hire from a limited and local talent pool.

The transformation to a hybrid or remote workplace is important for the industry in Vorarlberg as these organizations are often linked to a region and one of the biggest challenges, they face are a shortage of qualified employees. This puts the industrial sector at risk to stay competitive to their peers and it diminishes their part in the Austrian economy. This rapid transformation from traditional office environment to a remote work environment during the Covid-19 pandemic left many organizations in limbo when trying to organize the work. At the moment organizations are discussing whether they should offer remote work policies to their employees as the majority of potential candidates see remote work as a must-have feature in their search for a future employer. If organizations refuse to hire and employ remotely, they miss potential candidates from a global talent pool. These organizations can only select from a talent pool that is limited to a local region or in best case, candidates who are willing to relocate to the office. The goal of this master thesis is to investigate what key consideration

² Rashmi Bhaskar and Ashok, '5 Ways the COVID-19 Pandemic Is Changing the Role of Leaders'.

³ Heidi Fillmore and Tony Storr, 'AR and VR in the Workplace' (IBM Corporation, September 2020), 3–4, <https://www.ibm.com/downloads/cas/4REM48XZ>.

⁴ Daniel Hauser, 'Die Attraktivsten Arbeitgeber*innen Österreichs' (Universum part of Stepstone, 18 October 2022), 10–14, https://www.stepstone.at/wp-content/uploads/2022/10/ATSS-2022-Osterreich-Studiendownload_Presentation-final-1.pdf.

organizations need to consider in introducing a remote work strategy. Identifying potential barriers and challenges by the remote work strategy and suggest potential measures to adapt to such arrangements.

1.2 Research question

The industrial sector in Vorarlberg faces a unique challenge: a lack of qualified employees, a culture that is resistant to adapt innovative technology tools, an excessive cost of living, traditional on-site employment, and bureaucratic ways to setup a remote workforce. As argued however, such adaptations are needed to find qualified employees for their businesses. This study will therefore focus on what key considerations the Vorarlberg's industrial sector considers in their decision-making process and how they could tap into global talent pools by introducing a remote work strategy. Therefore, a central research question was formulated:

What are the key considerations for Vorarlberg's industrial sector when developing a remote work strategy?

- What are the most common barriers to introducing remote work concept?
- What are the perceived benefits to the manufacturing industry by developing a remote strategy?
- How would a remote work strategy support the acquisition of international talent?

1.3 Thesis structure

The thesis is structured into four main chapters. First the introduction to the topic and why this topic is important in the region. In the second chapter of the thesis, relevant literature is presented that help to answer the research questions from a theoretical perspective and lay the framework for the research. In the third chapter, it is shown how the research was conducted, and the results of the research are presented and discussed in relation to the research questions. Further, the results are compared to the findings from the literature review. In the last chapter, the conclusion of the thesis is drawn and the implication for the organizations in the region is shown. Additionally, the limitations of the thesis are shown and how further research could be concluded.

2 Literature review

In this chapter the terminology of remote work used in this thesis is explained and introduced. The chapter is divided into three parts: Remote work, Challenges in the industry in Vorarlberg and, Considerations for a remote work strategy.

2.1 Remote work

In this chapter the definition of remote work is explained, the different remote work concepts are introduced, and the framework for remote work is defined.

2.1.1 Remote work definition

For remote work there is no exact definition for what remote work is about. The International Labour Organization (ILO) describes remote work as an alternative worksite other than the default place and that remote work can be performed in a variety of various locations.⁵ The terms remote work and telework are often used interchangeably in the literature, as they often describe a similar working style. Teleworking is often defined that the work performed is done in a remote location and with ICT-devices. Further, teleworkers usually work from their homes and visit their organization on occasions.⁶

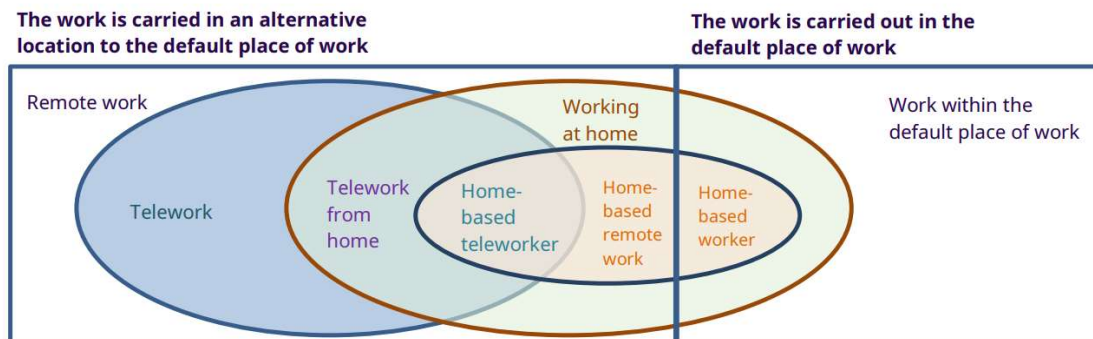


Figure 1 Overlapping of the different work concepts

Source : ILO, [wcms_747075.pdf \(ilo.org\)](https://www.ilo.org/wcms_747075.pdf)

As seen in Figure 1, the ILO sees remote work as the overarching work concept for work that is conducted in an alternative workplace. In the thesis the term “remote work” is used to describe the different remote work concepts.

⁵ ILO, ‘COVID-19: Guidance for Labour Statistics Data Collection’ (ILO, 5 June 2020), 15, https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/publication/wcms_747075.pdf.

⁶ Chrisalena Athanasiadou and Georgios Theriou, ‘Telework: Systematic Literature Review and Future Research Agenda’, *Heliyon* 7, no. 10 (October 2021): e08165, <https://doi.org/10.1016/j.heliyon.2021.e08165>.

2.1.2 Remote work concepts

Deciding on the right remote work concept is a challenging undertaking for any organization. Beforehand, it is necessary to evaluate the needs of the organizations and what the remote work concepts should achieve. Furthermore, organizations need to know their capabilities before deciding for a remote work concept. They should also ask themselves whether leaders can cope with the change of how they manage their workforce, are the collaboration tools available and do they fit the concept of the organizational culture.⁷ Depending on the outcomes, more than one of the following remote work concepts is feasible for the organization. The six remote work concepts are defined as the following:

- **Remote First**

In a remote first strategy, all employees of a company have the opportunity to work 100% remotely all the time. The advantage of this strategy is that the company can reduce its overhead costs for office space and benefit from lower living costs in various places. Additionally, the company can instantly benefit from an extended talent pool with no geographical limits, which can add to more diverse team structure as people from diverse cultures can join the company. On the other hand, a remote first strategy puts the whole organization under stress as it means HR has to comply with local laws. Managers have to put a lot of effort into team building and to maintaining the company culture.⁸

- **Remote Friendly**

In a remote friendly company, the employees are expected to work in the office all the time, but a remote position can be granted under specific circumstances. From attracting valuable employees or to retaining critical employees in the company. This has the advantage to the company that it can retain top talent, or it enables them to hire specialists that would not join the company otherwise. However, this may lead to increased discontent among the current employees as they also want the option to work remotely. Further, additional pressure is placed on the processes and infrastructure as they now have to support employees who only work remotely and cannot easily be relocated to the office.⁹

- **Remote by Role**

With the remote by role concept, only individuals or certain job categories work remotely within the company. This remote work concept is often used to retain talent within the company or to attract experts with critical knowhow to the company. Additional benefits for the company are savings to the overall overhead costs by a reduction in office space and savings to the payroll as certain jobs can be hired from less

⁷ Tim Sanders, *The Grand Redesign* (UpWork, 2022), 10–12, https://issuu.com/wwlupwork/docs/grandredesignminibook_digital_lw_22-1021_r1_pages.

⁸ Hayden Brown and Brenda Do, 'Work Without Limits', *Work Without Limits Executive Summary*, no. 2022 (3 January 2023): 46.

⁹ Brown and Do, 46–47.

expensive areas. The drawbacks of this concept are that current employees may feel that they have a disadvantage over the remote employees and the company is still required to adjust their processes and tools so that remote work is possible.¹⁰

- **Remote by Day**

The classic home office option is realized with the “remote by day” concept. With this concept, the employees work on specific days per week from their home and the remaining days from their office. This approach gives the employees additional flexibility in how they organize their work and private matters and can help to retain employees. However, with this concept the company must adapt their work processes and IT-infrastructure to support their remote employees accordingly and prevent a disruption in collaboration. Further, employees and managers still need to learn how to collaborate remotely to maintain productivity.¹¹

- **Remote for Now**

The remote for now concept is there to enable business to continue operation in case of a disruption. During the Covid-19 pandemic, many businesses transitioned to this concept to protect their employees and to continue operating. The idea behind is that their workforce returns to the office as soon as the environment is safe again. The main drawback of the concept is that the employees are getting used to working remotely and ordering them back to the office can increase the attrition of them. Further, it offers the company no further benefits for an expanded talent pool. Organizations that demand their employees return to the office require careful planning to prevent further attrition by their employees.¹²

- **On-Site-First**

The traditional work model for most of the organizations in which every employee is in the company offices during worktime. The benefits for organizations who have an on-site concept are that it may strengthen the company culture and team building as all employees are on-site and it allows managers to address potential issues early. Additionally, the company does not need to adjust their processes to support remote employees. However, this concept does not offer their employees the flexibility they became used to during the forced remote work period. Further, it limits the talent pool of the company to their home region, they must compete with other local organizations for talent, and it requires to invest in new office space in their region to expand their business.¹³

Organizations will not only choose one of the available remote works concepts but will use multiple concepts to design their organization. In order to maximize the benefits to their organization. This leads that in the future most organizations will be a hybrid organization, where

¹⁰ Brown and Do, 47.

¹¹ Brown and Do, 48.

¹² Brown and Do, 48–49.

¹³ Brown and Do, 49.

employees work both in an office and remotely.¹⁴ With a hybrid office setup, the role of the traditional office transforms from a place where work is done to a place where employees gather to socialize and to solve challenges together. This transforms the office from a physical place to an additional tool to solve challenges and to support the employees to achieve their tasks better.¹⁵

2.1.3 Remote work framework

In this chapter the framework of remote work will be highlighted and what are the enablers for it. Therefore, the role of technology for remote work is described and how remote work should be organized to make it successful.

2.1.3.1 Remote work technology

The backbone of all remote organization is the use of technology that allows its employees to collaborate better with each other. Most organizations already use different collaboration platforms and the big challenge for them is ensuring that the employees use them. If the tools are not used properly then remote collaboration is not possible.¹⁶

To ensure the success of new collaboration platforms, organizations need to rethink and change their current mindset of how to collaborate and how the company work. In order to transform to new collaborative tools, the organizations need to focus on their employees instead on the corporate value of such platforms. This means that organizations need to understand what this platform means for the individual employee and how they have to adopt to it in order to be used properly. By putting the interest of the employees first, the employee suddenly has a voice in this process and can give back feedback or bring in their ideas to the organization.¹⁷

Further, organizations need to setup a strategy for introducing this kind of platform in their organization so that the employees use them. There should be a clear goal in mind to improve the organization by introducing this platform and not to introduce a platform just to create a new platform. Additionally, the platforms need to be integrated in the employee workflow and within the organization processes with the aim to offer an added value for using them.¹⁸

Collaboration platforms and technology enables employees to do their job better than before if the technology is used and accepted by them. A supportive environment is required to assist

¹⁴ Shawn Belling, *Remotely Possible: Strategic Lessons and Tactical Best Practices for Remote Work* (New York, NY: Apress, 2021), 74–75.

¹⁵ Sanders, *The Grand Redesign*, 8–10.

¹⁶ Jacob Morgan, *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization* (Hoboken, New Jersey: John Wiley & Sons, Inc, 2014), 193.

¹⁷ Morgan, 195–196.

¹⁸ Morgan, 195–197.

the employees in adopting the modern technology. Additionally, the strategy needs to be adaptive so that it can be changed to the unknown needs of the employees or if new findings make changes necessary. Furthermore, to gain more insights of the collaboration tools, the data and reports generated by the platform should be used for a detailed analysis by the operators. This leads to further knowhow, which helps to improve the platform further.¹⁹

2.1.3.2 Remote work ground rules

Working remotely makes it necessary to adjust the unwritten communications norms set up by the employees. In a hybrid work environment, the use of multiple collaboration platforms makes the collaboration between employees more complex than previously in an on-site work environment. For effective collaboration, the established workflows and processes need to be adjusted to the new needs of remote collaboration. This is because the employees do not have all the information that they used to have anymore. Therefore, it is necessary to introduce new collaboration norms to make the communication more efficient and avoid miscommunication between team members.²⁰

By shifting to a hybrid work environment, organizations often make the mistake of transforming their inhouse collaboration rules into a digital environment and recreating their office digitally, without exploring the benefits of adjusting their workflows to the capabilities of the new collaboration platforms. Further, by recreating a digital twin of the office, leaders have the misconception that their employees perform and collaborate remotely the same as they are in the office, which is not the case. With the aim to make the remote work collaboration successful, organizations need to adjust how they want to collaborate and build their workflows on top of the introduced platforms.²¹

¹⁹ Morgan, 198–99.

²⁰ Erica Dhawan, 'Did You Get My Slack/Email/Text?', *Harvard Business Review*, 7 May 2021, <https://hbr.org/2021/05/did-you-get-my-slack-email-text>.

²¹ Steve Glaveski, 'Remote Work Should Be (Mostly) Asynchronous', *Harvard Business Review*, 1 December 2021, <https://hbr.org/2021/12/remote-work-should-be-mostly-asynchronous>.

In Figure 2, the “five levels of remote work” are shown for how the collaboration is done by the organizations. On the first level, an effective communication is not possible by remote workers, which was often the status before the Covid-19 pandemic happened. Most organizations transformed during the Covid-19 pandemic to level two and level three where they recreated the office environment digitally and further adapted to the newly provided tools.

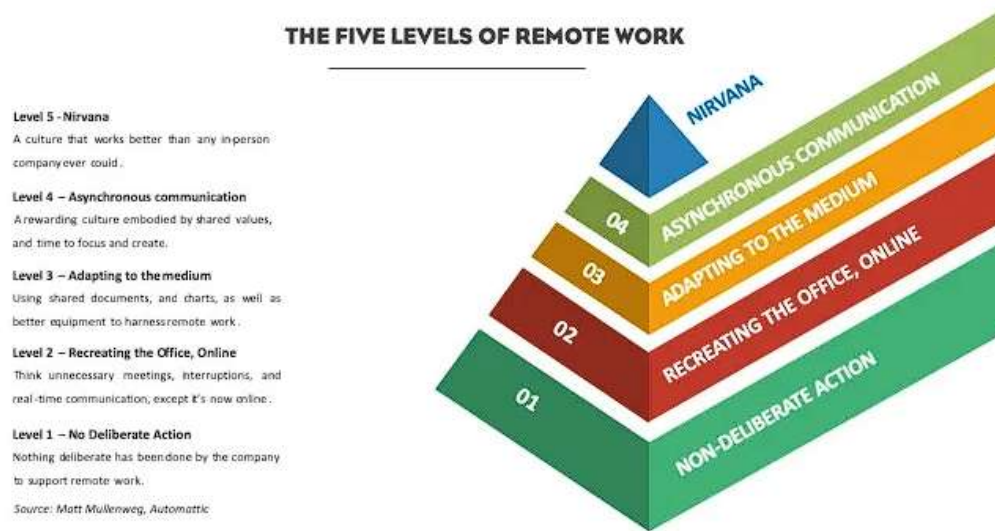


Figure 2 The five levels of remote work

Source: [1*Ntfo8SaYyvfCrwVnnfEF6w.jpeg \(720×405\) \(medium.com\)](https://medium.com/swlh/the-five-levels-of-remote-work-and-why-youre-probably-at-level-2-ccaf05a25b9c)

For a successful collaboration in a remote or hybrid work environment, organizations need to adapt to an asynchronous collaboration style. Here, the employees work autonomously most of the time on their assigned tasks and decide when they will respond to an email or message. This communication style puts greater emphasis in written communication instead of face-to-face conversations between employees and this means the style needs to change. Assigning tasks should include all the relevant information and due dates to keep them on track.²²

These ground rules are needed to define how the team, or the organization works together in a remote work or hybrid work environment. They help to understand the differences between the collaboration tools and set expectations as to when employees can expect an answer. Further, ground rules help to set the framework for the remote worker as to how they can do their work and what is expected from them.²³

²² Steve Glaveski, 'The Five Levels of Remote Work — and Why You're Probably at Level 2', *The Startup* (blog), 16 February 2022, <https://medium.com/swlh/the-five-levels-of-remote-work-and-why-youre-probably-at-level-2-ccaf05a25b9c>.

²³ Robert C. Pozen and Alexandra Samuel, *Remote, Inc: How to Thrive at Work . . . Wherever You Are*, First edition (New York, NY: Harper Business, 2021), 57–58.

2.2 Challenges in the industry in Vorarlberg

In this chapter, the different challenges of the manufacturing industry in Vorarlberg will be discussed. First, a closer look at the topic of technology adoption of the organizations. Second, the legal challenges for work remotely in Vorarlberg and Europe will be highlighted. And third, a closer look at the labour market is taken.

2.2.1 Technology adaption in Vorarlberg industry

The organizations that implement a hybrid or remote strategy can tap into a new talent pool for their businesses that was not available before. Organizations in Vorarlberg's industry need highly educated workers and with work tasks and job descriptions becoming increasingly specialized, many organizations struggle to fill vacant positions. This phenomenon occurring in the western world also holds true for Vorarlberg. A major challenge for business owners is the availability, quality, and productivity of employees. Hiring people fit to fulfil their role is key to a company's success. With the Covid-19 pandemic, a long-awaited societal shift with working cohorts diminishing as the baby-boomer generation hit retirement age has made new ways on tapping into remote talent pools more necessary than ever.²⁴

This is also now a reality for Vorarlberg organizations and can be seen in how business is done in the region with digitalization projects being completed slowly and not seen as especially important to the business success. The research done by Madan in 2022 showed that culture has an influence on the acceptance of digital tools in workplaces and that the Vorarlberg mindset is resistant to the adaption of new digital tools. Traditionally structured organizations in Vorarlberg were caught off guard by the Covid-19 pandemic as they were not prepared for the challenges it posed. Through lockdowns and other pandemic induced policies, they were forced to transform and implement technology for collaboration tools to manage the remote workforce. Technological tools and their coherent implementation are mandatory for remote work.²⁵

2.2.2 Legal challenges for remote work concepts

Pre-pandemic remote working was not the norm for employees in most organizations, but after the pandemic remote working is now an option for many employees. This chapter offers insights about the legislation regarding remote work in Austria and the European region and what organizations need to take into consideration when they introduce it.

²⁴ Michael Otter, 'AUSSEN WIRTSCHAFT GLOBAL BUSINESS BAROMETER', Forschungsbericht (Wien: Aussenwirtschaft Austria der WKÖ, 2022), 5–6.

²⁵ Saurabh Madan, 'Influence of Culture in the Acceptance of Digital Tools in Leadership Communication' (Master Thesis, Dornbirn, University of Applied Sciences Vorarlberg, 2020), 49–52.

2.2.2.1 Austrian remote work legislations

Generally, in Austria, the term teleworking is used for both home office and mobile working. The difference between home office and mobile working is that with home office, the employees perform their work from home as opposed to mobile working where the employee is not limited to their home and may work from anywhere.²⁶

The legislation in Austria saw a substantial change during the Covid-19 pandemic and forced the government to adopt new legislation and agreements. In principle, the new agreements specify that employers need to provide the work equipment and that remote work can only be agreed to on a voluntarily basis.²⁷

In addition to the technological challenges, remote work or home office poses legal challenges for organizations in Austria regarding the taxation of the employee and implications for the social security calculation. The legal challenges depend on whether the employee lives in Austria and is working remotely for a company established in another country or if the employee works remotely within Austria.²⁸

Further, the income tax calculation for remote employees depends on where they work and where they have their permanent residency according to Austrian law. This complicates the taxation liability for organizations who want to introduce remote work concepts. For employees who live and work outside of Austria, the tax calculation changes depending on the days they work remotely and the days they spend at the company. Additional double taxation agreements between Austria and further countries must be considered.²⁹

Organizations that allow their employees to work remotely from abroad can result in a permanent establishment in another country depending on the double taxation agreements between the countries. This leads to determine the profit of the permanent establishment and to pay taxes accordingly. Home office is defined as a permanent workplace outside of the company. The law considers two cases: “Inbound Case” and “Outbound Case”³⁰

²⁶ Bundesministerium für Arbeit und Wirtschaft and Bundesministerium für Arbeit und Wirtschaft Sektion Arbeitsrecht und Zentral-Arbeitsinspektorat, ‘Telearbeitsplätze, Homeoffice’, Arbeitsinspektion, 4 January 2023, https://www.arbeitsinspektion.gv.at/Arbeitsstaetten-_Arbeitsplaetze/Arbeitsplaetze/Telearbeitsplaetze-Home_Office.html.

²⁷ Sophia Reisecker, ‘Social Partners Negotiated Ground Rules for Remote Work’, European Economic and Social Committee, 26 June 2020, <https://www.eesc.europa.eu/en/news-media/presentations/social-partners-negotiated-ground-rules-remote-work>.

²⁸ CEE, ‘Remote work in Austria in the COVID-19pandemic’.

²⁹ WKO, ‘Grenzüberschreitendes Homeoffice aus lohnsteuerrechtlicher Sicht’, WKO, 31 March 2022, <https://www.wko.at/service/steuern/homeoffice-im-ausland-lohnsteuer.html>.

³⁰ WKO, ‘Die Homeoffice Betriebsstätte’, 31 March 2022, <https://www.wko.at/service/steuern/home-office-betriebsstaette.html>.

Inbound Case: Home office is done in Austria by the employee from a company based outside of Austria. If the employee works more than 50% from home, a permanent establishment is created.³¹

Outbound Case: Home office is done outside of Austria. The criteria as to when a permanent establishment is created depends on the international tax law and the bilateral taxation agreements of the affected countries.³²

2.2.2.2 European Union remote work legislations

The Covid-19 pandemic forced countries within the European Union to adapt to the new working conditions and to update their work legislation and agreements. The member states can be divided into different clusters depending on how they changed or adopted the agreements, see Table 1. Germany is missing in the cluster because the gaps that were highlighted during the pandemic were regulated on a company level by the worker unions.³³

| Cluster | Countries |
|------------------------------------|---|
| Corporatist- framed governance | Belgium, France, and Luxembourg |
| Multi-employer-framed governance | Austria and the Netherlands |
| Southern European cluster | Italy, Spain, Greece, Portugal, and Slovenia |
| Voluntary associational governance | Denmark, Finland, Norway, and Sweden |
| Market-orientated governance | Cyprus and Ireland |
| State-centred governance | Bulgaria, Czechia, Lithuania, Croatia, Estonia, Hungary, Latvia, Malta, Slovakia, Poland, and Romania |

Table 1 Remote work / teleworking regulations cluster

Source: Simplified version from: Telework in the EU: Regulatory frameworks and recent updates (2022)

Organizations that wanted to introduce a remote work strategy were confronted with different regulations in each European Union member state. The European Union’s social partners already defined a telework framework agreement in 2002 that intended to harmonize how teleworking should be treated within the European Union member states.³⁴ This agreement

³¹ WKO.

³² WKO.

³³ European Foundation for the Improvement of Living and Working Conditions., *Telework in the EU: Regulatory Frameworks and Recent Updates*. (LU: Publications Office, 2022), 7–10, <https://data.europa.eu/doi/10.2806/42974>.

³⁴ EU-OSHA, ‘Framework Agreement on Telework | Safety and Health at Work EU-OSHA’, <https://osha.europa.eu/en>, 26 October 2022, <https://osha.europa.eu/en/legislation/guidelines/framework-agreement-telework>.

was updated due to the sudden shift of teleworkers during the Covid-19 pandemic and forced the countries to ensure that teleworkers are treated the same as non-teleworkers.³⁵

Still, the teleworking regulations are different in the European Union, as seen in Figure 3, and

| Topic | Austria | Greece | Latvia | Portugal | Romania | Slovakia | Spain |
|--|---------|--------|--------|----------|---------|----------|-------|
| Telework regime | X | X | | X | X | X | X |
| Definitions | X | X | | X | X | X | X |
| Organisation of working time | | X | | X | | X | X |
| Right to disconnect | | X | | X | | X | X |
| Compensation for the costs of telework | X | | X | X | X | X | X |
| Equal treatment | | | | X | | | X |
| OSH | X | | | X | | | X |
| Data protection and privacy | | | | X | | X | X |
| Collective rights | | | | X | | | X |
| Training access | | | | | | X | X |

Figure 3 Differences in the treatment of teleworkers

Source: Telework in the EU: Regulatory frameworks and recent updates (2022)

teleworkers are still treated differently in each of the member states. In Spain and Portugal, teleworkers are treated the same as normal workers according to their respective regulations. Whereas by most member states, only certain aspects of teleworking are regulated by the government.

2.2.3 Challenging labour market

In general, the Austrian labour market has faced a shortage of skilled workers across all different industries for several years now. This puts organizations under pressure in the search for new employees to fill vacant positions in their company. Further, this puts the existing employees under additional pressure as they feel the additional workload from open positions.³⁶ Together with rising prices and the global economic outlook, the organizations in Vorarlberg view the shortage of skilled labours as one of their key challenges to overcome.³⁷ Organizations have to go to great measures in order to fill vacant position and are often forced to hire candidates who are not suited for the job, which puts additional economic pressure on organizations.³⁸

³⁵ European Economic and Social Committee, 'Updating EU Rules on Teleworking Stirs up Debate in EESC Hearing', European Economic and Social Committee, 13 January 2021, <https://www.eesc.europa.eu/en/news-media/news/updates-eu-rules-teleworking-stirs-debate-eesc-hearing>.

³⁶ Helmut and Marlis, 'Demand for/Lack of Skilled Labour in Austria in 2022', 2.

³⁷ Egon Rucker and Bianca van Dellen, 'Vorarlberger Wirtschaftsbericht 2021/2022' (Bregenz: AMT DER VORARLBERGER LANDESREGIERUNG LANDESSTELLE FÜR STATISTIK, July 2022), 13, https://vorarlberg.at/documents/302033/472212/Wirtschaftsbericht+2021_22.pdf/96bb3f5b-d019-80ce-8946-76f9f2bd2ddc?t=1657015189414.

³⁸ Dornmayr and Riepl, 'Demand for/Lack of Skilled Labour in Austria in 2022', 3.

Further, with open positions at an all-time high, this situation can be interpreted that a general labour shortage is affecting the region. The challenging business environment provides organizations additional challenges in filling their vacant positions in time. Organizations are forced to expand into other regions to search for new talent and open new target groups to recruit from.³⁹

³⁹ 'Austria: Company Survey Confirms Severe Shortage of Skilled Workers', CEDEFOP, 1 November 2022, <https://www.cedefop.europa.eu/en/news/austria-company-survey-confirms-severe-shortage-skilled-workers>.

2.3 Consideration for a remote work strategy

In this chapter, the main considerations for a remote work strategy are highlighted according to the researched literature. First the general benefits which occur by adopting a remote work strategy. Second what challenges and barriers organizations could face. And third how international talent is attracted with a remote work strategy.

2.3.1 Benefits of remote work concepts

In this chapter, the main benefits of remote work concepts are shown. First, organizations can tap into a wider talent pool to search for suitable candidates. Secondly, how organizations can optimize their expenses with remote work concepts and lastly, how it affects the satisfaction of employees.

2.3.1.1 Global talent pool

Organizations that introduced a remote work strategy benefit from a much wider talent pool than their traditional on-site peers. This is because remote organizations do not have to search for employees in their local region only and may be able to ignore the local competition in searching for new employees.⁴⁰ Further, remote work organizations can follow up on new ways of hiring employees by hiring and integrating freelancers into their teams. Freelancers offer organizations the benefit to flexibility scale up specialized knowledge within existing teams without the need to follow up on intense and costly onboarding processes.⁴¹

Previously, attracting the best talent required that organizations often needed to offer the highest salaries, which meant that organizations that had the financial strength could hire the best employees. This led to a disadvantage to many other organizations that could not easily compete with them. The change of mindset of employees during the Covid-19 pandemic and the prioritizing of benefits such as flexibility and remote working opened an opportunity for organizations that offered a remote work model to attract new employees.⁴²

Setting up a remote friendly work environment shows an improvement in the employees' life and the company sees benefits in potentials savings in office space or more cost-efficient employee salaries. In addition, working remotely offers organizations a global talent pool without the need to relocate employees. With the intention to tap into the potential of going remote,

⁴⁰ Lisette Sutherland, K. Janene-Nelson, and Jurgen Appelo, *Work Together Anywhere :: A Handbook on Working Remotely Successfully : For Individuals, Teams & Managers* / (Hoboken, New Jersey: Wiley, 2020), 28ff, <https://ebookcentral.proquest.com/lib/vorarlberg/detail.action?pq-origsite=summon&docID=6219877>.

⁴¹ Adam Ozimek and Christopher Stanton, 'Remote Work Has Opened the Door to a New Approach to Hiring', *Harvard Business Review*, 11 March 2022, <https://hbr.org/2022/03/remote-work-has-opened-the-door-to-a-new-approach-to-hiring>.

⁴² Morgan, *The Future of Work*, 141.

organizations must change their organization culture. Organizations must put trust into their employees that they will do their work as before. Organizations need to create boundaries with which their employees can orientate themselves during remote work and they need to setup the right infrastructure to enable remote working. As remote working also depends on the employee's personality, management should focus on the personality of their future employees during the hiring process and meet the candidates face to face before hiring them.⁴³

2.3.1.2 Cost optimization

The Covid-19 pandemic changed how company's function, as many organizations shut down their offices and setup remote infrastructure in a hurry for their employees to work from home. This change led many organizations to review their rented office spaces as to whether they are still needed when they saw that remote working was going well. The shift to remote work allowed organizations to re-think the use of their office space by switching their workforce to hybrid to save on these costs.⁴⁴

Additionally, organizations can save on the operating costs of their business by switching to remote work. Mostly by adjusting the salary of remote-only employees and reducing the office space. Most employees would accept a pay cut if they got the chance to relocate from expensive urban areas to relatively cheap rural areas, especially employees in senior positions.⁴⁵

Further, by introducing a remote friendly work environment, organizations benefit from new opportunities in how and where they hire candidates and opens up new employment models for organizations. With a flexible or open talent employment model, organizations can adjust their workforce much more flexibly compared to on-site employees. This means that organizations can better plan their costs and adjust them according to their roadmap. Managers should consider which tasks can be outsourced to freelancers and which should be kept internal.⁴⁶

2.3.1.3 Employee satisfaction

Working from home gives the employee much needed flexibility to combine their private life and work life together. With a remote work concept, employees gain most of the time that they cut from commuting to work thus leading to greater satisfaction. However, having the office at

⁴³ Jason Fried and David Heinemeier Hansson, *Remote: Office Not Required*, 1st edition (New York: Crown Business, 2013), 129.

⁴⁴ Matthew Haag, 'Remote Work Is Here to Stay. Manhattan May Never Be the Same.', *The New York Times*, 29 March 2021, <https://www.nytimes.com/2021/03/29/nyregion/remote-work-coronavirus-pandemic.html>.

⁴⁵ 'Cost Implications of Remote Work', accessed 27 November 2022, <https://emtemp.gcom.cloud/ngw/globalassets/en/finance/documents/trends/cost-implications-of-remote-work.pdf>.

⁴⁶ Ozimek and Stanton, 'Remote Work Has Opened the Door to a New Approach to Hiring'.

home also means that it can be challenging for the employee to stop thinking about their work as there are only exceedingly small boundaries.⁴⁷

Giving remote workers the autonomy to do their tasks and giving them the trust that they can do their work increases their satisfaction at work significantly. Leaders need to change their thinking to empower their employees to do their job and not to try to control them. A strong culture of control signals to the employees that they cannot be trusted to do their work causing a decrease in satisfaction.⁴⁸

For remote employees to work effectively and to avoid the blurring of work and private life, they need to setup a work routine that defines how to start and finish their day. By working from home, the employee misses the subtle cues to trigger their brain that they are at work now and to active the work mode. The same is true for finishing work, the employee knows that work is finished by leaving the office and this trigger is missing when working at home. Further, setting up a plan for the day can also help to increase the productivity at home.⁴⁹

2.3.2 Challenges and barriers for introducing remote work concepts

Introducing remote work concepts or transforming the whole organization to a remote work concept are difficult undertakings, because often it is underestimated by the management team how different remote working is in comparison to be working on-site. For a successful transformation, organizations need to adjust their processes and workflows to fit a remote workforce and not only their on-site employees. Further, leaders and managers need to learn new skills to be able to handle a remote workforce and to stop managing them like they are on-site. This means that organizations need to introduce trainings sessions for leaders to acquire the skills needed to lead effectively.⁵⁰

⁴⁷ Morgan, *The Future of Work*, 25–26.

⁴⁸ Tsedal Neeley, *Remote Work Revolution: Succeeding from Anywhere* (New York, NY: Harper Business, an imprint of HarperCollinsPublishers, 2021), 39–40.

⁴⁹ Elizabeth Grace Saunders et al., *HBR Guide to Remote Work*, Harvard Business Review Guides (Boston, Massachusetts: Harvard Business Review Press, 2021), 31–34.

⁵⁰ Liam Martin and Rob Rawson, *Running Remote: Master the Lessons from the World's Most Successful Remote-Work Pioneers* (New York: HarperCollins Leadership, an imprint of HarperCollins, 2022), 109–10.

Additionally, managers often worry about different issues when they are considering introducing remote work concepts to their organization, see Figure 4. When asked what their main concern is, most senior leaders agree that they worry about what their employees really do when they work remotely, which is especially true if the industry operates in a traditionally low



Figure 4 Biggest issues of remote work

Source: *The long distance leader*, p. 19

trust environment. Further, leaders worry that their remote employees lack social interactions with other team members, or that the collaboration between the remote team members is not as effective as it was in the office.⁵¹

In the next chapter, a closer look at these perceived issues is undertaken and how to overcome them is outlined.

2.3.2.1 Feared loss of control by leaders

The Covid-19 pandemic forced many traditional organizations to transform to work from home organizations in a noticeably short timeframe. In the world pre-Covid-19, leaders could micromanage their employees to achieve their desired result. In the work from home environment however, it was not possible to exercise this kind of control over employees anymore. This led to a perceived loss of control to the managers and a loss of trust to their subordinates. Further, organizations had to reinvent their benefits for working for them instead of the competition. This led to leaders having to adapt a new mindset on how to lead their employees and how to create a remote friendly office environment.⁵²

During the pandemic, most white-collar work was done remotely, and many employees and organizations recognized the benefit of it. Further, they recognized that the classical office space is not required anymore. Leaders feel anxiety about remote work because they fear that they will lose control over their employees as they are unable to check their work directly and

⁵¹ Kevin Eikenberry and Wayne Turmel, *The Long-Distance Leader*, Book, Whole (Berrett-Koehler Publishers, 2018), 19–20, <https://ebookcentral.proquest.com/lib/vorarlberg/detail.action?pq-origsite=summon&docID=5359071>.

⁵² David Pachter and Jerry Colonna, *Remote Leadership: How to Accelerate Achievement and Create a Community in a Work-from-Home World* (Herndon, VA: Amplify Publishing, an imprint of Mascot Books, 2021).

in person. The return-to-office rule, which several organizations introduced after the first lockdown, was mainly created for egocentric reasons by the leader instead of economic or performance reasons.⁵³

Further with remote work, the status symbols that accompany leadership positions become irrelevant when the collaboration is done remotely. This led some leaders to feel insecure and threatened when the status symbols were not visible to anyone anymore. To protect their image of a leader, they did not allow for any changes that could damage their image. Therefore, it is important for an organization to be reflective on their actions and what impact they have especially for leaders in a remote position. Behind the screen the status symbols are not visible anymore, but the values and the person are much more important than ever.⁵⁴

With the demand from employees to work remotely or in a hybrid setting, leaders who do not adapt miss potential remote job candidates and find it difficult to stay attractive on the job market.

2.3.2.2 Performance management

Remote work can lead to conflict as managers and employees view and value the fundamental aspects of remote work differently. One main reason for conflict is the perceived productivity increase by the employee when they work from home, whereas managers fear a decrease when they are not in the office. This happens because employees and managers have a different definition on what productivity and performance means to them. To solve this conflict, organizations must produce a new way on how to structure the work and how to measure remote employee performance.⁵⁵

Assessing the performance of remote employees requires the organization to develop new kinds of metrics for measurement. Often the currently used metrics do not provide the necessary information to complete the performance assessment or are not shared with the team members. The goal for developing the new metrics is that they add an additional layer of transparency to the processes and to the team communication.⁵⁶

Further, measuring the productivity of remote teams requires the organization to stop measuring their processes and to instead put their focus on the result of remote workers and what impact the result has. Additionally, the measurement needs to include factors that measure

⁵³ Ed Zitron, 'Why Managers Fear a Remote-Work Future', The Atlantic, 29 July 2021, <https://www.theatlantic.com/ideas/archive/2021/07/work-from-home-benefits/619597/>.

⁵⁴ Pachter and Colonna, *Remote Leadership*, 92–93.

⁵⁵ Nicholas Bloom et al., 'Research: Where Managers and Employees Disagree About Remote Work', *Harvard Business Review*, 5 January 2023, <https://hbr.org/2023/01/research-where-managers-and-employees-disagree-about-remote-work>.

⁵⁶ Martin and Rawson, *Running Remote*, 21.

the team behaviour such as individual growth and team cohesion.⁵⁷ In designing the metric it is important that these are quantitative in measurement and not qualitative and it does not need to be discussed how it is collected or interpreted.⁵⁸ In order to setup the metrics the S.M.A.R.T approach for defining project objectives is helpful. S.M.A.R.T, which means Specific, Measurable, Achievable, Realistic and Timely, the definition includes the must have for remote metrics.⁵⁹

Measuring the performance of remote workers can also be done incorrectly, even when the intent was to add more transparency to their performance and what they deliver. Pushing the monitoring to surveillance for remote and office workers can lead to a decrease in productivity and a dissatisfaction by the employees. Being monitored during working time leads the employee to feel disempowered and a loss to their autonomy, because the employee is only worried about the surveillance and not anymore about the actual work they must do. This is a risk that managers and leaders need to consider for setting up the right metrics and by the selection of the right tools.⁶⁰

2.3.2.3 Employee engagement

Other aspects that are often listed against remote work is the lack of collaboration and team spirit in remote teams. Indeed, in-person collaboration and meet-ups are viewed as the peak of effective working by organizations as employees organize their workday around in-person meetings and meet-ups. However, this thinking is not up to date with the work reality of many employees because they are already used to working asynchronously with team members in another location or using technology to organize their teamwork.⁶¹ Leading a remote team and encouraging the team to participate can be difficult for leaders. Because virtual meetings or gatherings require a different skill set to make them productive. With virtual meetings it is important to create a relationship with the participants so that they can connect with the others. Further, this kind of gathering requires good planning from the organizer in order to be productive, effective communications leads to a good participation and engagement of remote team members.⁶²

When working remote, engagement with remote employees is as important as it is in the office. Informal meet ups and chats between employees strengthens the collaboration and the engagement of employees in the office and in a remote environment. To engage with remote employees, the leaders and the organization need to setup virtual spaces that allow remote

⁵⁷ Neeley, *Remote Work Revolution*, 35.

⁵⁸ Martin and Rawson, *Running Remote*, 23.

⁵⁹ Eikenberry and Turmel, *The Long-Distance Leader*, 61–62.

⁶⁰ Neeley, *Remote Work Revolution*, 33–34.

⁶¹ Sutherland, Janene-Nelson, and Appelo, *Work Together Anywhere :: A Handbook on Working Remotely Successfully : For Individuals, Teams & Managers /*, 38–40.

⁶² Saunders et al., *HBR Guide to Remote Work*, 106–8.

employee to connect with other employees in an informal way.⁶³ Most employees feel loyal to the organization because it seems right to them to be loyal to the company when they have a strong feeling of belonging to it. This sense of feeling is also true for remote employees. In a hybrid setup, leaders face difficulties making remote employees feeling connected to the team or company and are afraid that the organization's culture will diminish.⁶⁴ This means that leaders are asked in a hybrid or remote work environment to set the course for their corporate culture, to support this new work environment properly, and let the employees feel that they belong to the company.⁶⁵

To ensure that the remote team is bonding and to create trust between the members, leaders need to be creative to foster it. Leaders need to ensure that there is room in team meetings to exchange non-company topics. For example, leaders can setup virtual book clubs in which all team members receive a text or watch a video and discuss it afterwards together. The goal is that remote workers open themselves up and show to the others that there is a human being behind the camera.⁶⁶

⁶³ Saunders et al., 195–96.

⁶⁴ Tomas Chamorro-Premuzic and Katarina Berg, 'Fostering a Culture of Belonging in the Hybrid Workplace', *Harvard Business Review*, 3 August 2021, <https://hbr.org/2021/08/fostering-a-culture-of-belonging-in-the-hybrid-workplace>.

⁶⁵ Pamela Hinds and Brian Elliott, 'WFH Doesn't Have to Dilute Your Corporate Culture', *Harvard Business Review*, 1 February 2021, <https://hbr.org/2021/02/wfh-doesnt-have-to-dilute-your-corporate-culture>.

⁶⁶ Saunders et al., *HBR Guide to Remote Work*, 211–13.

2.3.2.4 Change in leadership behaviour

Remote leadership requires a new skill set for leaders to be effective at leading. The remote leadership model, as shown in Figure 5, depicts the model as three interworking gears. The first gear, leadership, and management, represents the everyday work of a leader. The second

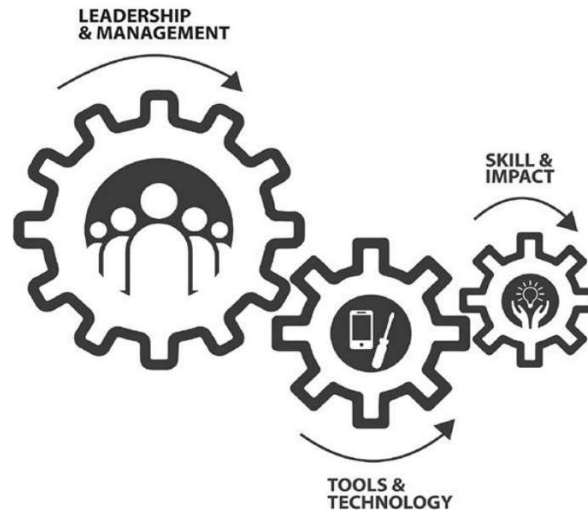


Figure 5 Remote leadership model

Source: *The Long Distance Leader*, p. 36

gear, tools & technology, the tools used to lead and work remotely. The third gear, skill & impact, represents how to use the provided tools.⁶⁷

Leading a distributed or remote team differs from leading a team that is based in an office. Leading remotely means that the leader is not any more visible to the team due to the missing presence. This means that leaders must create a virtual presence to give their employees the feeling that they are present. Further, building up a relationship is much more difficult virtually than it is in presence, due to missing informal talks and a different communication with your team members.⁶⁸

In addition to the new leadership requirements of a hybrid or remote workforce, leaders must pioneer the use of digital platforms as they play a key role in organizing a remote or hybrid workplace. Without them, remote employees cannot do their designated job and it is impossible to organize the company.⁶⁹ Further, leaders play a key role in the digitalization projects within organizations, as they need to foster strong relationships between the fragmented

⁶⁷ Eikenberry and Turmel, *The Long-Distance Leader*, 36.

⁶⁸ Eikenberry and Turmel, 29–30.

⁶⁹ Eikenberry and Turmel, 37–38.

stakeholders. Furthermore, leaders often act as a driving force within their teams in adopting new tools in the work environment and lead the change within the organization.⁷⁰

The last gear, skills & impact, defines how leaders use the right tool to achieve the desired results within their team or their assigned project. With the purpose to get used to the new collaborations' platforms, these platforms need to be incorporated into the daily workflows of the organization, down to the department level. The problem occurs that leaders must use the tools first and show to the team members the benefits and possibilities of the new collaboration platforms. Otherwise, the team may not use them as they don't see a benefit in using them, and the collaboration will struggle.⁷¹ Further, using digital tools depends on the generation of the leader and whether the leader is a digital native or digital adapter. This different use of communication tools and interpretation of information can lead to unique dynamics and influences in the use of digital tools. Digital adapters often prefer the physical communication with others or to call someone if they want to get information. Whereas digital natives generally prefer the use of instant chats and digital communication channels.⁷²

2.3.3 Acquisition of international talent

The acquisition of international talent is a challenging task for most of the organizations. Implementing remote work requires organizations to rethink their hiring and onboarding process. In this chapter the topics of how to attract, hire and onboard the right employee is discussed.

2.3.3.1 Attracting remote employees

Finding and attracting remote employees to the organization requires that the organization rethinks their employee branding strategy, because remote employees have diverse needs than on-site employees. The advantage of a larger talent pool with remote work could also be a disadvantage during the attracting phase because the job advertisement must compete against many more organizations.⁷³

To differentiate from other organizations, a strong employee brand is needed to successfully attract remote employees. Remote workers mostly rely on the digital presence of the organization to find information about the organizations they are interested in. It is important for the organization to showcase how the collaboration within the organization is done and to get information about what is expected from them. Further, adding testimonials of current

⁷⁰ Laura Cortellazzo, Elena Bruni, and Rita Zampieri, 'The Role of Leadership in a Digitalized World: A Review', *Frontiers in Psychology* 10 (27 August 2019): 1938, <https://doi.org/10.3389/fpsyg.2019.01938>.

⁷¹ Eikenberry and Turmel, *The Long-Distance Leader*, 38–39.

⁷² Erica Dhawan, *Digital Body Language: How to Build Trust and Connection, No Matter the Distance* (New York: St. Martin's Press, 2021), 125–27.

⁷³ Hugo Britt, 'Remote Hiring Guide: How To Hire Remote Employees | Vervoe', Vervoe.com, 12 February 2021, <https://vervoe.com/remote-hiring/>.

employees to the digital presence adds transparency to the organizations and helps candidates to create a picture of how the working day will be.⁷⁴

2.3.3.2 Hiring the right employees

Finding and hiring the right people to your organization is the key for success. In a remote work organization, the hiring needs to be done differently, because the potential employees require certain characteristics to perform well while working remotely. One key criterion for remote hiring is “hiring for trust,” because trust is the key element in building a remote relationship between the team member and the manager. Without trust in their ability to do their job, managers face issues as they cannot control the remote employee as easily as in an office work setup.⁷⁵ Therefore, recruiters and leaders should check their potential candidates for the following characteristics, intrinsic motivated, focused, disciplined coachability, accountability and humility.⁷⁶ These characteristics help the team member to perform well when working remotely.

The wrong employee causes distinct kinds of problems for the team members and other departments. This includes the lacking work performance and conflict within the team causing a setback to the whole team and forces the leader to solve the problems.⁷⁷ Therefore, during the hiring process the leader and recruiters need to make sure that the candidate fits into the team and has the right character for this position.

Lastly, making the final decision to hire an employee by meeting them face-to-face can provide valuable feedback as to whether the employee will fit into the team and the company. Therefore, before the employee selection is finalized each candidate should visit the company office for an interview. After the visit, it is important to sit together with the team to exchange their opinions of the candidates and decide which one to choose. It is important that the team agrees to the candidate because most of the time they will interact with the candidate in the daily work.⁷⁸

Additionally, hiring for remote positions enables the organization to be much more diverse, because they have the ability to search globally. Diversity in teams enables the organization to be much more creative in finding solutions, because of the different backgrounds and experiences.⁷⁹ Digital hiring practices make it possible for people who are less mobile or who

⁷⁴ Christina Pavlou, ‘How to Attract, Hire and Retain Remote Employees’, Recruiting Resources: How to Recruit and Hire Better, 23 April 2018, <https://resources.workable.com/tutorial/hiring-remote-employees>.

⁷⁵ Belling, *Remotely Possible*, 46–47.

⁷⁶ Pachter and Colonna, *Remote Leadership*, 212.

⁷⁷ Joseph Brady and Garry Prentice, *Leadership through a Screen: A Definitive Guide to Leading a Remote, Virtual Team*, First edition (New York, NY: Business Expert Press, LLC, 2019), 61–62.

⁷⁸ Fried and Hansson, *Remote*, 129.

⁷⁹ Belling, *Remotely Possible*, 25.

have care responsibilities to participate much more easily in the job market and opens up a new talent pool for organizations.⁸⁰

2.3.3.3 Onboarding of remote employees

The onboarding phase in an organization is one of the most important phases and experiences of a new employee, where they get to know the organization and their new work colleagues for the first time. The content included in the onboarding depends in most cases on what the role of the jobs is and what product or service the organization offers.⁸¹ Especially in remote organizations or for remote positions, the onboarding requires a digital work environment, and the required tools and equipment need to be provided to the employees.⁸²

Further, remote employees need to be introduced to the organizational culture to feel connected to the organization. This adds a new layer of complexity for the leaders as they need to find ways to introduce the organizational values to the new employees. This requires the leader to adopt a new mindset where they show greater mindfulness during interactions with employees and focus on the individual much more. Leaders need to take care of the individual needs of their team members and provide training in their skill gaps.⁸³

Additionally, remote onboarding requires the employee to be a self-starter in getting to know their work colleagues and the organization. Therefore, it is important in the onboarding phase to meet the colleagues regularly to learn about the organization and its work culture. Creating a mentoring team helps the remote employee during the onboarding phase because they can accelerate their growth within the team and organization.⁸⁴

⁸⁰ Publications Office of the European Union, 'The Impact of Demographic Change in Europe', 17 January 2023, 14, https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/new-push-european-democracy/impact-demographic-change-europe_en.

⁸¹ Belling, *Remotely Possible*, 57-58.

⁸² Belling, 58.

⁸³ Pachter and Colonna, *Remote Leadership*, 214–15.

⁸⁴ Saunders et al., *HBR Guide to Remote Work*, 66–67.

3 Research

Introducing a remote work strategy in an existing organization is an overly complex process and is unique for each organization. These interactions can be interpreted in multiple ways, by different observers. The aim of this research is to find out what key considerations organizations in the region took into account when they adopted a remote work strategy. The overall research philosophy of the master thesis is interpretivism as the goal is to understand these complex social understandings.

Based on the research philosophy, an inductive research approach is used in this thesis as the goal is to uncover the key considerations regarding why the industrial sector in Vorarlberg adapted a remote work strategy or what these organizations would take into consideration if they were to set up a remote work strategy or policy. This is achieved by analysing their past experiences with the forced remote work period during the Covid-19 pandemic and their current experiences if they already have a remote work strategy in place.

3.1 Research approach

The master thesis is divided into three parts, first the theoretical aspect with a review of the relevant literature of the topic and the second part consisting of the empirical research of the topic. Lastly, the results will be discussed and put into context with existing literature and discussed against the research questions.

In the first part of the thesis, a comprehensive literature review is completed to gain a profound knowledge about how remote organizations work, and how they recruit and onboard a remote workforce. Based on this, an interview guideline for the planned semi-structured interviews is developed. Semi-structured interviews provide in-depth knowledge and can uncover relationships between the different variables of the themes.⁸⁵

In the second part of the master thesis, the semi-structured interviews will be conducted with organizations located in the industrial sector of Vorarlberg to uncover what key considerations they considered when they introduced a remote work strategy. Further, what barriers they encountered by introducing a remote work strategy, and what the benefits are in their opinion for a remote work strategy.

⁸⁵ M. N. K. Saunders, Philip Lewis, and Adrian Thornhill, *Research Methods for Business Students*, Seventh edition (New York: Pearson Education, 2015), 391–92.

The main themes of the interview guideline are based on the research questions of the master thesis and the findings of the literature review are considered. In Table 2, the interview guideline and accompanying main themes are illustrated. For each main theme, the research interest is defined and described why this theme is of importance. The detailed interview guideline is in the Appendix of the Master Thesis.

| Interview Themes | Research Interest |
|--|--|
| (1) Past/ Current Experience with Remote Work Concepts | Existing experience with remote work concepts <ul style="list-style-type: none"> ○ Covid forced home office ○ Home office/ Teleworking policies ○ Who can already participate in it |
| (2) Key considerations for introducing a remote work strategy | Identifying the main reasons for introducing a remote strategy. How they decided for a remote work concept. How to measure the effectiveness of the remote work strategy. |
| (3) Barriers of introducing remote work concepts | Identifying obstacles for introducing remote work concepts <ul style="list-style-type: none"> ○ Legal Challenges ○ Company Culture ○ Job Requirements Employee Loyalty <ul style="list-style-type: none"> ○ Engagement ○ Attachment ○ Satisfaction |
| (4) Perceived advantages of remote work concepts | Identifying advantages to the company <ul style="list-style-type: none"> ○ Global Talent Pool ○ Reduction of Office Space Identifying advantages for employees <ul style="list-style-type: none"> ○ Work Satisfaction ○ Work Life Balance ○ Engagement |

Table 2 Interview themes and research interest

Source: Own creation

In the first interview theme, the status of remote work policies or strategies is investigated during the interview with the organizations. The aim of this theme is to gain a clear understanding of the status quo and what the organizations have experienced so far with remote work concepts. The aim of the second interview theme is to understand the key considerations organizations must consider when they have or plan to introduce a remote work strategy. In the third interview theme, the potential barriers, and challenges for introducing a remote work strategy are identified during the interview and how they could be overcome. In the fourth and last interview theme, the benefits that the interviewed organization perceived by introducing a remote work strategy are uncovered.

3.2 Data collection and transcription

As interview partners, decision makers from Vorarlberg's industrial sector who have an active part in developing the remote work strategy in their respective organizations are of interest. With the intention to get a cross section of the industrial sector of Vorarlberg, the following data sample is used as shown in Table 3. Different platforms and business associations are used to determine suitable interview candidates. Suitable interview partners had all the following characteristics: international presence of their organization, are part of the manufacturing industry of Vorarlberg.

| Company | Industry Branch | Interview Partner |
|---------|----------------------------|----------------------------|
| C1 | Electronics Industry | Member of the Board |
| C2 | Electronics Industry | Senior HR Director |
| C3 | Mechanics Industry | Member of the Board |
| C4 | Metal Industry | Senior HR Manager |
| C5 | Chemical Industry | Senior HR Manager |
| C6 | Metal Industry | Member of the Board |
| C7 | Medical Equipment Industry | Senior HR Director |
| C8 | Packing Industry | Senior Workplace Architect |

Table 3 Data sampling

Source: Own creation

To transcribe the data, the simple transcription rule system method according to Dresing & Pehl is used. This rule system puts the focus on the content of the interview and is not phonetically correct or intent on summarizing the content of the interview. This transcription method is well suited for the analysis because only the content of the interviews is of importance. Further, the local dialects are translated to the respective high language when possible.⁸⁶

3.3 Data analysis

The qualitative data analysis is done with the MAXQDA tool 2022. The tool supports the analysis of qualitative interviews with powerful in-built coding and analysis functions. These functions allow the facilitation and processing of the data collected from the interviews with much greater efficiency than manual processing. Furthermore, with its data management capabilities the tool is well suited to handle large amount of data.

⁸⁶ Thorsten Dresing and Thorsten Pehl, *Praxisbuch Interview, Transkription & Analyse: Anleitungen und Regelsysteme für qualitativ Forschende*, 8. Auflage (Marburg: Eigenverlag, 2018), 18.

3.3.1 Analysis method

To analyse the collected data, the thematic analysis according to Braun & Clark is used as it is a straightforward approach to complete the analysis. This allows for an in-depth exploration of the research topic and the gathered interview data. The main benefit of the thematic analysis is that the key themes of the collected data are identified first and analysed.⁸⁷

The thematic analysis is done in a nonlinear manner, where the analysis often happens in a concurrent and recursive manner, as additional data is analysed. The procedure can be divided in four parts.⁸⁸

Becoming familiar with the data. In the first step, the data is prepared for the analysis and already sorted to recurring themes.⁸⁹ This is done at the beginning of the analysis during the transcription of the interviews.

Coding the data. In order to analyse, the data codes are developed. Codes can be based on actual terms used in the collected data or can be labels developed due to the knowledge gathered from the data or can be developed from existing theory and literature.⁹⁰ In this thesis, the codes are developed from the reviewed literature and the used interview themes.

Searching for themes and recognising relationships. In this stage, the data is analysed based on the defined codes. The data is analysed to see whether recurring patterns and relationships that relate back to the research question can be found.⁹¹

Refining themes and testing propositions. This is an important part of the analysis. Here, the currently used themes and codes for the analysis are refined, with the goal to provide a coherent set of codes that will be used in the conclusion of the analysis.⁹²

The iterative approach of the thematic analysis allows for much needed flexibility in analysing the collected interview data. This helps to extract meaningful insights of the different opinions, attitudes, and knowledge of the interview partners to answer the research questions.

⁸⁷ Saunders, Lewis, and Thornhill, *Research Methods for Business Students*, 579.

⁸⁸ Saunders, Lewis, and Thornhill, *Research Methods for Business Students*.

⁸⁹ Saunders, Lewis, and Thornhill, 580.

⁹⁰ Saunders, Lewis, and Thornhill, 582.

⁹¹ Saunders, Lewis, and Thornhill, 584.

⁹² Saunders, Lewis, and Thornhill, 585–86.

3.3.2 Interview codes

To frame the analysis according to the research question and the topic, the initial set of codes for the analysis are developed from the main interview themes.⁹³ The codes are structured according to the four main interview themes: Remote Experiences, Key Considerations, Barriers for Remote Work, and Perceived Advantages.

The codes and sub-codes used for the analysis are structured as follows:

Remote Work Experiences (RWE)

- Personal Experiences (RWE-PE)
Personal Experiences of the interviewee regarding remote work in their current position or in a previous position.
- Company Experiences (RWE-CE)
Company Experiences regarding remote work in the past or their experiences when they already have a remote work concept in place.
- Remote Work Concepts (RWE-RWC)
What remote work concepts are already in use by the organization.
- Remote Work Framework (RWE-RWS)
What does the framework for remote work look like in providing the necessary infrastructure and integration into the existing teams.
- Organizational Changes (RWE-OC)
What changes were needed to introduce a remote work strategy/policy within the organization. What changed in the organization when a remote work strategy was introduced.
- Remote Performance Evaluation (RWE-RPE)
How does the organization measure the performance of employees and if the current system in place is well suited for the measurement of remote employees.

Key Considerations (KC)

- Factors for Remote Work (KC-FRW)
What factors are positively associated with remote work.
- Factors Against Remote Work (KC-ARW)
What factors are negatively associated with remote work.

⁹³ Saunders, Lewis, and Thornhill, 581.

- Decision for a Remote Work Concepts (KC-DRWC)

How did the organizations decide for a remote work strategy.

- Onboarding of new Employees (KC-ONE)

How do the organizations onboard remote employees and integrate them into their hybrid teams.

Barriers for Remote Work(BRW)

- Organizational Barriers (BRW-OB)

What barriers are found within the organization and how did they overcome them.

- Legal Challenges (BRW-LC)

What legal challenges face organizations when they introduce a remote work strategy.

- Employee Barriers (BRW-EB)

What barriers can remote workers face within the workplace in terms of collaboration with other team members, social interaction, and leadership requirements.

Perceived Advantages (PA)

- Global Talent Pool (PA-GTP)

How can organizations take advantage of a global talent pool.

- Employer Advantages (PA-EA)

What are the advantages for the organization when they introduce a remote work strategy.

- Advantages for current employees (PA-ACE)

What are the advantages for the current employees by introducing a remote work strategy.

- Measurement of the Advantage (PA-MA)

How do organizations measure these advantages within their organization.

3.4 Results and analysis

In this chapter, the results of the interviews are presented and discussed. The interview data is analysed relating to the predefined codes from the previous chapter. The detailed analysis of the interviews is in the appendix of the thesis.

3.4.1 Used code analysis

In Figure 6, the heat map of the analysis is shown with the aforementioned codes in each interview. The general codes RWE, KC, BRW, and PA, which are based on the interview themes, are the most mentioned codes in each interview. The general codes are used in the analysis to identify the central themes of each interview and are later refined with the detailed subcode.

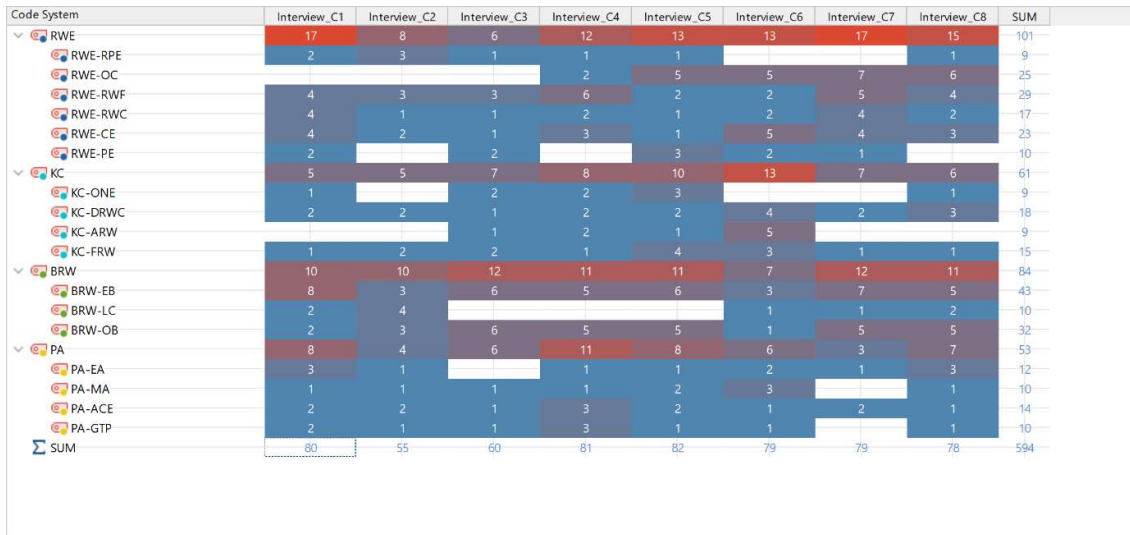


Figure 6 Code matrix & heatmap

Source: MAXQDA

Depending on their professional background and position in the organization, the interviewees have different focus areas that are visible in the heatmap in figure 6. Some categories are not mentioned at all by the interviewees.

RWE – Remote Work Experience. Is the most stated category of the analysis because every interviewee had already remote work experiences with their current organization or previously.

BRW – Barriers of Remote Work. The second most stated category are the barriers remote work can face.

KC – Key Considerations. The third most stated category is the key considerations, specifically what thoughts, or reasons they put into the considerations when their organization introduced a remote work concept.

PA – Perceived Advantages. The least stated category is the perceived advantages of remote work to the interviewee.

In Figure 7, the graphic shows the connection of each code to the others. The main codes RWE, KC, BRW and PA are all connected to each other. During the analysis of the researched data with the pre-defined codes, some statements of the interviewee could be categorized from different angles.

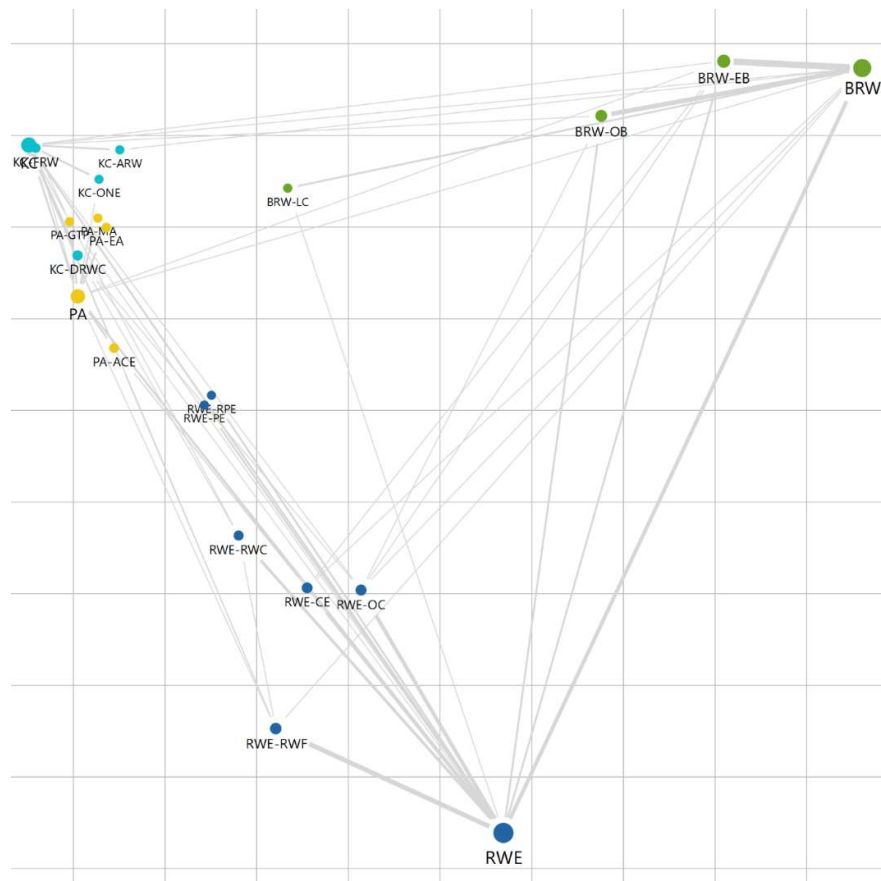


Figure 7 Code map & connections

Source: MAXQDA

This is especially noticeable for the RWE code because many organizations were able to gather valuable knowhow about remote work in general and its potential benefits due to the forced shift to remote work. The barriers and challenges they encountered during that time span already highlighted what needs to be improved further to develop a remote work strategy or policy.

3.4.2 Interviews

The interviews were carried out remotely via Microsoft Teams and recorded with the consent of the interview partner so that the interviews could be transcribed. On average, the interviews had a duration of 32 min. The interview partners themselves have a senior leadership position in their company and are solely responsible for the remote work strategy or policy. Interviews were conducted in English when possible and agreed to by the interviewee. If not, the interviews were conducted in German and later translated to English for the analysis, as seen in Table 4.

| Company | Interview Partner | Interview Duration | Interview Language |
|----------------|----------------------------|---------------------------|---------------------------|
| C1 | Member of the Board | 32min | German |
| C2 | Senior HR Director | 32min | English |
| C3 | Member of the Board | 28min | German |
| C4 | Senior HR Manager | 30min | German |
| C5 | Senior HR Manager | 34min | German |
| C6 | Member of the Board | 34min | German |
| C7 | Senior HR Director | 40min | English |
| C8 | Senior Workplace Architect | 32min | English |

Table 4 Interview details

Source: Own creation

The transcribed interviews and the translations are in the Appendix of the master thesis. The interviews use the following naming format: "Interview_CX," where X is the number of the interviewed company.

3.4.3 Past or current experience with remote work concepts

Used main Code RWE-Remote Work Experience and the associated sub-codes.

All the interviewees already had different experiences with one or more remote work concepts with their current organization or in their professional career.

For most, the Covid-19 pandemic was an accelerator for adapting to a remote work concept and showed that working remotely is possible, but it also showed where the limitations of their organization and process are, and which areas of the organization were put under stress in order to adapt to this new reality.

Some organizations already had a remote work policy in place before the pandemic started for distinct reasons and could already gather valuable experiences about how to manage a remote work force. One of the interviewed organizations set up a general remote work policy for their employees well before the pandemic to brand themselves as an attractive employer. In other organizations, the sales department and other areas close to the sales department benefited from a remote work policy.

3.4.3.1 Personal experiences

Used code for this chapter – RWE-PE.

The personal experience of the interviewees regarding remote work are different from each other.

One interviewee said to be a successful remote employee one needs to be intrinsically motivated and self-driven to equal the on-site employee. This is because there are a lot of distractions in a remote work setup that can prevent the employee from doing their job and not everyone has this intrinsic motivation and need to be motivated from the outside. In addition, remote work requires that the remote employee has a quiet room available that can be repurposed as an office. This is important because remote workers need space to setup their office equipment and to have the ability to work properly without any interferences.

And I think you have to be the classic remote worker. A, you have to have the character for it, you have to be self-driven and have this, I think it's called the intrinsic motivation to want to move something and not everyone has that. Not every person has that. Other types of people need the drive from the outside but if you work 100% remote, then you need that intrinsic drive. To want to do something. (Interview C1, Row 3)

Another interviewee sees that organizations need to adapt to one or more remote work concepts as it is the future of work. Organizations need to adapt in order to attract talent and to keep the business running in an increasingly tighter local labour market, without being forced to expand to new areas to hire employees. However, as long as there is no reason or negative consequence for not changing their attitude regarding remote work, most of the organizations

will not adapt to the new reality and will stick to their current employee model out of habit and only change slowly.

Remote Work Possibility is the future, if you can as a company, as an employer of course scream quite loudly. We have the shortage of skilled workers and everything is no longer as it was 20 years ago. But the whining, sorry to say it, is not going to help anyone. This means that employers and companies, including XXXXXX, will have to think about allowing remote work in areas and positions where it is simply possible, mainly in administrative areas (Interview C5, Row 5)

Further, an observed challenge with remote work is the lack of communication between the remote employees and the on-site employees, as the spontaneous conversations are missing using digital tools. In the opinion of one of the interviewees, this missing communication between the team members makes it difficult for the team integration of the remote workers.

And it's just that, especially when part of the team is here and part of the team is remote from the other location, there is a lack of exchange, which otherwise happens every day in between, where people talk about it over the table or talk to each other at the coffee machine or talk to each other in the cafeteria after lunch and are together. (Interview C3, Row 4)

To extend this further, remote employee often lack the informal information as another interviewee put in context. The interpersonal aspect is missing, and the remote employee only has the official company information available and needs to take extra effort to get additional information.

You have no informal information. You only get what's really official. It's not this, I don't know, the coffee machine I hear that we talk. (Interview C7, Row 33)

Leaders and the organizations have the obligation to their employees to ensure that everyone has the same access to information as inside of the organization. This requires that organizations must provide channels and processes to encourage these informal interactions between the team members.

3.4.3.2 Company experiences

Used Code in this chapter – RWE-CE.

On an organizational level, each interviewee observed different circumstances for remote work, and they perceived different experiences towards remote work.

Several interviewees observed that it is more a must have criteria to have a remote work policy now in order to stay attractive as an employer and to have an advantage compared to other organizations. The option for home office or remote work is now perceived by the candidates and employees like other company benefits such as a company car or phone. This is because many employees had the opportunity during the pandemic to work remotely and they saw that it has advantages compared to the traditional work on-site in the form of the additional flexibility to combine work and private matters together.

Because we are all used to flexibility after the pandemic. Is more to be seen as flexibility, is more to be seen as a goody from the company to the employee. As an element of being an attractive employer. Just like a laptop, a car, a mobile phone, whatever there is for the different professions. (Interview C1 Row 12)

For the interviewees, the remote work has to happen in a clear legal framework. This is especially true in the region of Vorarlberg due to the quite complex laws with different regulations for cross-border commuters and different regulations in the neighbouring countries. A legal limit restricted how often an employee could work from home or from anywhere before a different kind of regulation affects the organization. Especially during the pandemic, it was difficult for organizations to adapt to the legal challenges for cross-border commuters when they suddenly worked remotely for the organization but were still viewed as cross border commuters from a legal standpoint.

We offer, of course, also the possibility to work from home, also to our employees from abroad. But always considering the legal boundaries that we have, for example, for the German employees when they are a Grenzgänger (Cross Border Commuter), so in the border area for those, it is only allowed to work certain percentage in the home office to keep the status of being a cross border commuter. (Interview C2, Row 6)

Another company sees remote work regulations more casually regarding how this is organised within the company. If remote work is possible depends solely on their job triangle: task, topic, person, independent of which remote work concept is pursued. In the case of the remote-by-day work model, it must be communicated to the team and manager that the employee works remotely for the requested days. This puts a lot of trust and autonomy in the employee that they can organize themselves easily to work from home. No other verification from the company's perspective is needed to perform it. Additionally, the organization introduced remote friendly positions, which are again dependant on their job triangle as to which employees can participate.

No, that's more casual with us. It's really the same as with the remote office, it's a triangle of task, topics, person, if it's been well clarified, well-coordinated, communicated and is visible in the calendar, then that's fine. (Interview C4, Row 65)

One interviewee observed within his company that remote work or work from home is not accepted by the employees and that most of them prefer to work in the office instead of from home.

So with us it is actually so that there are currently remote are very, very few. It was offered that the employees can make a day in the week remote, but it is actually quite little accepted. (Interview C3, Row 6)

This interviewee reported that his company made a huge transformation from a non-existing remote work policy or strategy to a remote work policy within the company. This substantial change within the organization happened during the Covid-19 pandemic, where they were forced to work remotely similar to many other organizations. During that time, they could adapt

their process and learned from it. Later on, they introduced a global remote work strategy from the experiences gained from their forced remote work.

Until 2020, the company was very cautious with having such a style of working. Work from home or home office was more the exception than the rule. But through the pandemic, I think we learned a lot. It was also the time where we then established this global strategy or global policy, more than strategy. (Interview C7, Row 4)

Another experience the organizations have observed during the forced work from home and later with an adapted remote work policy is that managing a hybrid workplace required a lot of effort from management. This is because it is difficult to provide every employee with all the information, they need to do their work in the hybrid work environment in comparison to a 100% on-site workforce or completely remote work setup, as reported by interviewee C8.

By the time the regulations got less and we had a hybrid setup, part of the team was at home and part of the team was working from company side, we recognized that it got even more challenging because having all information for everybody. (Interview C8, Row 45)

3.4.3.3 Remote work concepts

Used code in this chapter – RWE-RWC.

Most organizations understand that only certain jobs that do not need any special tools or equipment to be performed can participate in a remote work concept or a working from home policy. Further, only a few organizations started experimenting with a 100% remote work concept, where the employee is not located within an office and works remotely.

After their experiences with the pandemic, one interviewee's company introduced a global work from home policy that sets the boundaries on a global level regarding how work from home needs to be organized. The remote work policy empowers their local subsidiaries to adapt the policy to local or cultural needs. In general, the global remote work policy allows employees to perform up to 40% of their work from their home.

So two days a week when you work 100 % five days. But you can choose everything between zero and 40 % and it must be more than zero. So for example, you can also choose two days a month, four days a month, whatever you think it's appropriate for your culture, basically. (Interview C7, Row 56)

In another company, the sales department started working remotely over 20 years ago as they are expected to be with the customer and not in the office to perform their work. The employees are equipped accordingly to do their work remotely and the necessary tools and infrastructure are provided to them.

I'm now over 20 years in the company. Back then, we were still a small team in sales with a maximum of ten employees. We now have 300 sales employees worldwide or in Europe. And our colleagues in sales have actually been working remotely for more than 20 years. (Interview C6, Row 2)

A few organizations started to implement a 100% remote work concept into their business to attract new talent. They make the selection of who can work remotely on three main points: the task, the person, and the team. These three points need to fit together for a remote work position. Further, the interviewees organizations opened several remote offices where the remote workers and the on-site employees could reserve a desk to work in the co-working space if they wanted to, which also allowed them to connect with each other physically.

The task must make it possible to work remotely. The person must have the skills to do it, but of course he or she must also be able to do it. I call it maturity and the team. Because you hardly ever work alone, you have to be informed and you have to be able to understand the whole thing. And we have teleworking agreements that regulate who can actually work there. (Interview C4, Row 6)

3.4.3.4 Remote work framework

Used code in this chapter – RWE-RWF.

For the interviewees, how the remote work framework should look like depends mostly on what remote work concept the employee is entitled to. If the employee only has the option to work from home for one to two days, then only minimal setup is required and no office equipment is needed to perform the work.

In one day home office, there I also do not need the complete setup. I don't necessarily need a home office, sometimes a kitchen table is enough, we all know that from the pandemic times. Because this one day home office is actually not something with remote work in the narrower sense, but rather with the company admits the employee a certain flexibility. (Interview C1, Row 11)

According to interviewee C1 and C2, the work from home setup is minimalistic in terms of the IT equipment needed for the employee, as they work mostly in office where they perform the majority of their tasks. In the work from home setup, a laptop and a working secured connection to the organization are required to access the most important tools and information. Further, the legal aspects regarding the employment laws need to be considered, for example, working hours regulations, etc.

Let me say it like this, employees who can, according to their work content, who can work from home, have all the equipment. So for example, someone working in the office area has a notebook, has a VPN access. (Interview C2, Row 8)

For 100% remote workers, the company should provide the required IT and office infrastructure so that the remote employee can perform their job. The company of interviewee C4 additionally provides his remote employees the possibility to book a desk in a shared office where a classic office environment is prepared for them.

Yes, so we provide everything in terms of infrastructure. Most of it is already available on-site in Vienna. The office has eight workstations, and the employees are there on a rolling basis. That means it works out quite well. It hardly ever happens that everyone who has remote or teleworking contracts is on-site at the same time. (Interview C4, Row 6)

How the remote work option is regulated from the organization's perspective, there we have several distinct approaches from interviewee 5, 6 and 7. First, the governance approach, which applies to the whole organization and regulates the framework, from performance management, legal topics and how to handle these topics.

Summary, governance how to shape work from home, what is allowed, what is not allowed, which performance do we have to bring, stuff like that. Second, legal and tax related frame. So impacts on working contracts, impacts on taxes for the employee, on taxes for the company. And third frame, a fair let's say, way to handle it. (Interview C7, Row 9)

The second approach is a guideline for organising the remote work setup. The advantage of a guideline instead of fixed set of rules for remote work is that it allows room for flexibility if needed, because a one size fits all approach does not work in a completely remote work setup according to interviewee 5.

Because without guidelines, a collective in this format doesn't work anymore. And then there are misunderstandings. That brings us to the topic of communication and where misunderstandings arise. Do I have a problem. Guidelines, but that's why and not fixed rules, because that's just on the topic of flexibility, there will always be the exception to the rule, which may need special consideration. (Interview C5, Row 69)

The third approach is a trust-based option for working from home in the company of interviewee C6. At this company, the agreement for working from home is defined between the manager and each team member individually and depends on their function whether remote work is possible or not.

It depends very much on the function or the work that the employee has. And that's how we have it regulated at XXXXXX. Yes, you can say that there is a home office, but not for everyone; instead, the employee agrees this with the manager. How often? How much? Does it make sense? And is kept very individual. (Interview C6, Row 5)

The first two approaches share in common that remote work needs a certain rule set regarding how the collaboration must be done on an organizational level. Further, this set of rules also defines the legal framework of remote work. In contrast, the third approach offers for each employee an individual solution as to how much remote work is possible. The big advantage here is that the needs of each employee can be considered.

3.4.3.5 Organizational changes regarding the remote work

Used code in this chapter – RWE-OC.

Organizational changes are necessary in order to adapt to the new way of collaboration within the company and require therefore that processes and workflows needed to change accordingly. To plan for this change, the company of interviewee C7 setup the initial remote work policy and discussed it first with the board members to get them onboarded for this project. At a later stage in the process, they presented the policy to the management of the subsidiary and implemented their feedback before they rolled out the policy globally.

Then we had the next round discussing this with corporate management. Corporate management in German would be our "Vorstand (Board)". Because, of course, this was a change in the working relationship. It's a new way of shaping the working relationship. It was important that the five main leaders go with it. Third, we presented it to the management teams locally. (Interview C7, Row 55)

For another company, it required a substantial change in the organizational values. Before the introduction of remote work concepts, the mantra was that everyone is treated the same and no exceptions were made. With the introduction of remote work concepts this changed dramatically as it was not possible anymore to treat everyone the same way. This is because not every position could participate in the remote work strategy and therefore the employees were treated differently. The organization had to accept that not everyone could be treated the same way anymore and employees can expect that their individual needs are considered accordingly.

But they are more due to the fact that we are currently living in a time where individualization has become extremely prevalent and we come from one, from one history and from one age. The XXXXXX where it was actually always said all the same and the time is over. We have to look at each employee individually. (Interview C4, Row 14)

This individual approach to each employee and the accompanied change in organizational values lead to employees who cannot benefit from this new policy and have no understanding why others are allowed to work from home or remotely. Often it is a lack of understanding why others want and can work from home. If not managed in the beginning, the risk of conflict between on-site employees and remote employee can erupt and put the whole organization in disarray.

Maybe it's all too soon, but grudgingly. I would sign off on that. People who, because of their job and there we have the beautiful triangle again, don't have the opportunity to work remotely or in a home office. We have less understanding for that, of course, and they also have less understanding for it if people are regularly in the home office or remote work because they simply can't do it themselves and maybe can't even imagine it because of that. (Interview C4, 71)

To counter this problem, employees should be introduced to remote work options via training and general information provided by the policy team regarding what it means for each department and what is expected from them. Further, support from upper management can dissolve discussions about the new policy and prevent further conflict.

Yeah, we tried to keep an eye on trainings, on information and in general to adapt and change management. We tried to have good sponsorship from the board to inform about the possibilities, about the benefits and to work together with them, with the users in the regions. (Interview C8, Row 6)

Further, to make remote work successful and ensure that employees have all the tools and the platform available makes it necessary for the organization to transform all business processes and workflows to remote friendly. This led to a big organizational change for the

interviewee from company C8, which created a policy change team to manage the transformation to the new digital workplace platform.

First of all, they had the change of the transfer of the different tools, but the tools that available was not comparable anymore because we had a really old version before. It was the technical and the organizational change in one part or in one project. (Interview C8, Row 8)

3.4.3.6 Remote work employee performance evaluation

Used code in this chapter – RWE-RPE.

The measurement of the performance of remote work employees is done differently by the interviewed organizations and depends mostly on what jobs can participate in it.

For example, in the organization where only the sales department benefits from remote work agreements, the main KPI there is whether the employee reaches their annual sales budget or not. The progress of the goal is reviewed quarterly by the management and adjusted if needed. In order to review the KPIs, digital tools such as Salesforce are important.

So at XXXXXX, it's actually that these KPIs are not measured actively, but rather indirectly. In sales, the sales person is of course a remote worker, where the KPI is the ultimate goal is the budget achievement and then also the quarterly achievement where we definitely control. And with Salesforce, of course, we can control much more, how many new offers were entered per week and those would be the KPIs. (Interview C1, Row 9)

Another approach to the measurement of remote work employee performance is to breakdown the company goals to the single employee, as interviewee C5 explains. There, specific goals are defined for each employee that contribute to the overall success of the organization. These individual goals are reviewed after six months if they are on track or not and if they need adjustment accordingly. At the end of the year, the individual goals are reviewed together with the employee and manager to evaluate the performance.

We report the success of this pilot project via the normal Goals and Targets agreement measure. Every employee in this area has an annual meeting at the beginning where the goals and targets are set. And after six months, an interim evaluation is done. Interim feedback. Goals can change, as seen so far logically. And then, at the end of the year, there is the official annual meeting or that is set of the achievement of objectives. (Interview C5, Row 9)

A similar approach interviewee C2 suggests, how the performance of remote employees should be measured, because the remote employees are not as visible as on-site employees and need new methods for evaluating their performance. There, the employee's performance should be measured via OKR or a similar system, which breaks down the yearly goals to measurable tasks with expected outcomes.

So going into a way of more, let me say, iterative performance management, to do more milestone checks, maybe going into a direction of OKR (Objectives and Key Results) or something like that, perform a more agile approach to have more mid-term evaluation points where I can check the result, which is for me then the performance indication. (Interview C2, Row 51)

Both approaches have the benefit that they add a layer of transparency to the performance measurement of the remote employee. Both the manager and the remote employee know what the deliverables are and how they are measured. This avoids unwanted discussions on the expected outcomes and prevents mistrust between managers and remote employees.

Further, a digital workplace offers advantages over a traditional workplace setup, as the company can track the usage of different tools and applications by the employees. This helps organizations to identify weak spots in their workplace and helps them to understand the user behaviour better. The collected data can be used for the planning of further updates to the digital workplace.

We can have a look at the clicks of our landing page. We do have insights on storage used, and that's an indicator for us. Or for instance, the minutes our employees stay in Teams meetings and that are indicators for us whether remote work is accepted in use or not. (Interview C8, Row 18)

3.4.4 Key consideration for introducing a remote work strategy

Used main Code KC – Key Considerations and the associated sub-codes.

The interviewees organizations took different key consideration into account regarding why they setup a remote work strategy or policy. Some of the interviewed organizations had a more pragmatic approach to this topic as they needed an expert in their organization and there was no suitable candidate to fill this position locally, or that they needed a local sales employee who could work 100% remotely in their homeland and is employed at the head office, or also the need for additional service technicians in a region without the need to open a new office in the targeted region. Lastly, that they wanted to expand their available talent pool with remote employees.

Another important aspect that went into consideration is that the communication between remote employees and employees who are located at the office is difficult and that they needed a novel approach as to how to manage them. This hybrid form of collaboration puts organizations under stress because they have to reinvent how they want to collaborate with each other.

For one company, the management of the policy change was one of the key considerations for the transformation to a new digital workplace as it is not possible to simply introduce a new model of collaboration to a global workforce overnight.

We had some different milestones and we adopted them during the whole project. In the first instance, it was important for us to build up a stable base for all the different pillars we have in our digital workplace. We defined that we want to provide the possibility for employees to be informed, that they have the possibility to collaborate, that they are able to do projects, and that they have some processes they already had before. After having a clear picture on how these different pillars work together and how we will build it up, we did that, we implemented. Afterwards, we rolled out the functionality together with their content. We even shifted the content they needed in their daily business. (Interview C8, Row 31)

3.4.4.1 Factors for remote work

Used code for this chapter – KC-FRW.

The reasons why the interviewees favour a remote work policy differ across the interviewed organizations. First, they want to present themselves as an attractive employer to potential candidates and differentiate themselves from other organizations by offering an additional benefit for employees and potential candidates.

According to interviewee C7, a remote work policy gives employees additional flexibility to organize their private life and work together. With remote work, employees can save time because they do not have to commute anymore. Furthermore, if employees do not need to commute everyday it is more sustainable compared to when employees are everyday at the office.

[...]the considerations were to offer somehow an additional benefit to the people. This flexibility of, as you said it before, if you have in your private life, in your spare time, if you have something that is easier to manage, if you do not have to commute, then you have the chance to do that. So flexibility... (Interview C7, Row 47)

Second, with a remote work policy or strategy organizations can expand their recruitment pool beyond their region as confirmed by interviewee C4. They saw a significant increase in applications for vacant positions when they introduced the remote work option for certain jobs compared to the applications received when they advertised locally for these positions.

Now it is actually when we report on-site and add, and we also have a remote possibility in Vienna. Ah Wow, but now it becomes interesting, and we also really feel that in numbers, that especially students from Vienna and the surrounding area apply and report to us more and more. Sustainability is certainly also an issue. (Interview C4, Row 20)

The same reason is why interviewee C5's organization started their remote work pilot project because suitable candidates for open positions could not be found easily in the region. This meant that they had to adapt their strategy as to where and how to find a suitable candidate. An additional advantage is that the remote employees do not need to relocate to the organization's office to start their new career.

In fact, the shortage of skilled workers in quotes, so in the definition skilled workers as we want them for this position. This position was advertised, quite classically. We also actively tried to recruit it. But Vorarlberg was almost empty as a market in quotation marks. (Interview C5, Row 13)

The third factor for a remote work concept is that meetings and certain tasks can be done more efficiently if they are done remotely. In the office environment, employees can become easily distracted by different employees or with conversations with other employees.

First of all, it saves me time, I don't have to drive there. Environmentally, it's also nice, which is also valuable. It just costs less money and I'm just more productive. And from experience, the sessions are a bit shorter, they're kept a bit crisper. (Interview C6, Row 14)

3.4.4.2 Factors against remote work

Used code for this chapter – KC-ARW.

There are only a few considerations against remote work mentioned by the interviewed organizations. Most interviewees mentioned that in general, the communication between remote and on-site employees will suffer because the informal information exchanges are missing. Further, interviewee C5 mentioned that they should have put part of the work agreement in written form during the setup of the remote work agreement. This is because verbal agreements only led to a lot of discussions afterwards.

But that was a human learning experience. We should have put things in writing, then it would have been less of a basis for discussion afterwards. (Interview C5, Row 17)

Interviewee C6 thinks that the interpersonal aspects during digital meetings and interactions are missing, because you cannot see the whole person in front of you anymore and you do not see their expressions or gestures. Further, the spontaneous meet ups or exchanges after or before meetings are lost, which becomes critical when serious topics are discussed, and the remote employee misses out on information.

I sometimes even see that as a bit of a disadvantage, that it's actually quite focused, only the topic is worked through, and the interpersonal aspect, perhaps the brief exchange, is somewhat lost. You don't drink an espresso with each other afterwards and then move on to the next topic. (Interview C6, Row 14)

In the company of interviewee C4, they discovered after the roll out of additional remote work jobs that with some positions it would be better if the remote employee would be more available on-site and not working 100% remotely. This sudden realization that the job cannot be done 100% of the time remotely affected different departments across the organizations and required them to rethink what jobs can participate in remote work.

We also found people through our personnel consultants, who we then hired in Vienna, but who also did the onboarding with us first and then went to Vienna after one month after two. And suddenly the realization came back to us from the specialist department. This is very difficult and we need them here. (Interview C4, Row 33)

3.4.4.3 Decision for a remote work concept

Used code for this chapter – KC-DRWC.

Two interviewees acknowledge that their decision to implement remote-friendly policies in their organization were done without any deeper investigation as to how it would work best. On one hand this was because the risk involved if it failed was minimal from a cost perspective would not impact the overall organization.

We just tried them on the off chance. But that was also the right step in this project, because otherwise it would have taken forever. And we just said, we're going to do it now. And with the desk rental, we have nothing to lose. That is, building, etc. the costs are within reason, that is manageable. (Interview C4, Row 27)

Further, one interviewee's company started with a remote position because they could not wait any longer to fill the vacant position in the company and had to therefore search in other regions to find a suitable candidate.

It was a gut decision.// We need it now, and now we have to see if we can somehow generate a solution. But that's not a big evaluation or benchmarking beforehand. (Interview C5, Row 25-27)

For one interviewee, the Covid-19 pandemic showed to management that work from home can be done, and that it should not only be limited to the sales department anymore. This was a transformation to the mindset of upper management that every employee can be trusted to do their work, even if they do it at home, because they realised that employees could work

from home as successfully as in the office. This is similar to their colleagues from the sales department who are already able to work autonomously and are entrusted to do their job correctly.

I would say it was a change in thinking, that the people who were in the office in Vorarlberg or in Germany were finally given the confidence that they could do this just as well as their colleagues in sales. Because I don't see my sales colleagues all year. He can do whatever he wants, I don't know, if the numbers fit. (Interview C6, Row 22)

This led to a further transformation within the company regarding how the performance of each employee will be measured in the future. The new performance management system in this organization placed greater focus in the evaluation on the results of each employee rather than their working hours or other metrics. This added an additional layer of transparency to the evaluation for both the employee and manager as to what is expected at the year end.

It's going in the direction of a lot of result orientation. Not with mandatory time or hours, but result orientation and simply work where possible with project definitions, target agreements, partly measurable numbers. Simply in order to make a commitment with the colleagues and say I expect for the end of the year that we achieve these goals, which we agree with each other, we agree on the steps, and where he then does it is then actually all the same to me. (Interview C6, Row 25)

For another company, a work from home policy is just an additional benefit for their employees or for future job candidates. This is because the pandemic showed to potential candidates that remote work or work from home gives them additional flexibility. With this expectation from the labour market the organization adopted and created this remote work policy to be an attractive employer.

But I think really the main additional consideration was to have a benefit more. That maybe through this benefit, you have a bit more attraction. And we had also the feeling reading different studies and consulting different parties, also, all the companies or institutions that the labour market a bit expects now that you have the chance also to work from home. (Interview C7, Row 47)

Further, remote work requires that the organization has to adapt their infrastructure accordingly so that digital processes and workflows can be supported. This required interviewee C8's company to create a detailed plan about what needs to be done so that employees can effectively collaborate on digital platforms. Further, they needed to change and adapt existing workflows and processes to make them digitally executable by their workforce.

We defined that we want to provide the possibility for employees to be informed, that they have the possibility to collaborate, that they are able to do projects, and that they have some processes they already had before. After having a clear picture on how these different pillars work together and how we will build it up, we did that, we implemented. (Interview C8, Row 31)

3.4.4.4 Onboarding of new remote employees

Used code for this chapter – KC-ONE.

The organizations that have remote positions in use have already thought about how to onboard these employees to their organizations and integrate them into existing on-site teams.

Interviewee C4's company has a strong onboarding programme, where the remote employee receives an intense onboarding program at the headquarters. The goal of this extensive onboarding program is that the remote worker gets to know the corporate culture and how the on-site employees collaborate with each other. Further, the remote employee should get to know the processes, the interfaces to other departments, and their team colleagues before they can start working remotely. With this information provided, working remotely becomes much easier.

And they also know from the requirements catalogue that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. And that can take up to a month, sometimes longer. (Interview C4, Row 59)

Further, interviewee C3 thinks that what the onboarding program is about should mainly depend on what role the remote position fulfils. For positions that are not complex and more administrative they do not need a lot of training and the onboarding phase can be shorter than for positions that are much more complex, and which require a lot of interactions with different stakeholders in the organization.

Of course, you have to differentiate a lot if someone is just doing the payroll somewhere, somewhere in the world. And gets the numbers and processes them and moves on. Then it's not as tragic as when you really have to work together in a project team, then implement projects, work on the product, on development in sales and so on, and that's just very very very individual. What kind of job it is. (Interview C3, Row 60)

Integrating remote workers into existing teams is not different than integrating on-site employees into existing teams for interviewee C8. This is because the organization already has offices all over the world and distributed teams are common. Therefore, if the challenges of hybrid teams can be managed by the leader it is achievable. Leading a hybrid team puts the leader into a new role as they should ensure that the remote worker has access to the informal information of the team and does not feel excluded by the team or organization.

Therefore, it would not make a big difference for them to get integrated. We would have to find a way how to cope with the topics we had previously. So the coffee break discussion and stuff like that to focus on such social communication channels as well and to have them online. (Interview C8, Row 75)

3.4.5 Barriers of introducing remote work concepts

Used main Code BRW – Barriers of Remote Work and the associated sub-codes.

The barriers and challenges for introducing a remote work policy or what the organizations faced in the past could be categorized into three types: organizational barriers, employee barriers, and legal barriers. Each of the interviewed organizations had a different view on the barriers and some of them viewed these more critically than the others, but all agreed that these barriers can be reduced with training, guidelines, and awareness of the managers.

For some of the organizations, the adopting of a global policy meant a change in corporate culture and values that meant that upper management needed to communicate openly about these changes and what it meant to the employees who would not benefit from it in order to reduce the risk of conflict within the organization.

Trust of the employees is also mentioned by most of the interviewees as a potential main barrier to introducing a remote work policy or strategy. When the manager does not trust the employees, it will lead to conflict and an obstacle to continuing business as usual.

3.4.5.1 Organizational barriers towards remote work

Used code for this chapter – BRW-OB.

The interviewees identified different organizational barriers during the introduction of their remote work concept within their organization or during the Covid-19 pandemic forced shift to remote work.

For one company, it was difficult at the beginning to get everyone on board to get started with the necessary changes of their processes and workflows to enable a remote friendly environment. Barriers were especially encountered within upper management and the different departments because it was difficult to imagine what it meant to the organization. Therefore, they started with the introduction of a pilot phase with the IT-department first because it already has a remote friendly work environment. Later on, they rolled out the remote job policy to additional departments.

It was certainly difficult at the beginning to get everyone on board so that they were all in favour and committed to this remote office. Especially the management and the departments. Of course, it was easiest with IT, because we looked and looked specifically for IT at the beginning. Now the whole thing has loosened up and it has become possible for everyone. It's similar to the home office issue. (Interview C4, Row 45)

Further, the performance measurement of remote employees could be a potential barrier for the introduction of a remote work concept, as the employee is not on-site anymore to be monitored by their managers. In a hybrid work environment, it is easy to forget to include remote employees in the daily conversation with the team. This further reduces the performance of remote employee only to their delivered results and it is easy to forget that behind the results

is a person because it is difficult to evaluate more than the result when the employee is not visible all the day.

Is an employee performing or do I evaluate performance as the way to come to the result, or is performance measurement for me the result? And I think that is the fundamental question when we are talking about I do not see my employees every day from nine to five. So actually it is the only possibility for me to evaluate the result because I do not see the way how they do it or the way they show. (Interview C2, Row 51)

In order to prevent remote employees from only being judged by their results of their work, the organization needs to introduce a new way of measuring the work performance for all the employees. As already stated in the previous chapter, an OKR approach to performance management could solve the ambiguity of how performance is measured. The entire process of performance measurement needs to be more agile because the circumstances of how the expected results should be achieved can change.

Other barriers for remote work according to interviewee C5 are leadership behaviour and collaboration within the team and subsequently within the organization. If a leader does not take care of their team from an emotional aspect, then the collaboration will suffer, even more if the team is remote and the social interactions with the other team members are missing. This can ultimately lead to the employee feeling that they are not part of the team or the organization anymore.

Leadership and collaboration. From my personal position, these are the game changers and also the kill criteria. If I don't take care of a person, if I don't pay attention to them, then I can have the greatest, most beautiful benefits, regardless of whether we're talking about the much-maligned fruit basket or whatever else there is now. None of this will do me any good if the person doesn't feel good. And feeling good is an emotional issue, not a monetary or benefits issue. (Interview C5, Row 43)

To tackle this barrier, interviewee C7's company introduced a new internal training about virtual leadership skills because they observed that leaders needed a different kind of skillset than previously with an on-site team. In focus for this training is additionally how to form relationships with employees over digital tools and how to remain close to your employees so that they feel a sense of belonging to the company.

Since two years, we really offer a complete curriculum called virtual leadership, where you learn different things on the soft side, of course, but also on the hard track side, how to best use the infrastructure, how to make workshops online, all this stuff, and of course, also how to shape relationships, how to ensure that you remain close to your employees. And this goes to the point also how to feel through the camera when something is wrong. Because also this is underestimated. (Interview C7, Row 28)

Another barrier that they observed is what happens to their organizational culture in the future when increasingly new colleagues join via remote job offers and never experience the intense on-site organizational culture before. This puts additional challenges onto the leaders within the organization.

[..] what happens with company culture? What happens with values when people are not physically together or not at this site? This is something that maybe we will discover in a couple of years. (Interview C7. Row 30)

3.4.5.2 Employee barriers towards remote work

Used code for this chapter – BRW-EB.

Additional to the organizational barriers to introducing a remote work environment, there are additional barriers that the individual remote employee can face. The interviewees identified a multitude of different barriers that remote employee could face.

First, the discipline of the remote worker could be a potential barrier. Interviewee C1 faced an issue during the Covid-19 forced remote work that the internal sales department could not easily cope with the new orders that were coming into the system 24/7. The employees faced difficulties in switching off their work at home when no clear boundaries between work and private life existed anymore. This led to some employees feeling stressed when they worked remotely. Further, working at home requires that the remote employee can focus on their work and that they are not distracted by other things at home.

There is however also a company also good examples if I think a sales internal service, yes the really were glad that they come back from the home office again. To clear working hours, because they are of course triggered by the ERP system, by the AX of the order processing. And this trigger, with a worldwide network where we have all time zones, never stops. (Interview C1, Row 27)

This issue is also mentioned by interviewee C7, that the barrier between work and private life becomes too thin. This makes it difficult for the employee to switch off after they have stopped working because of the missing physical distance between office and home. It requires from the employee the discipline that they can find a balance between work and private life.

Then, of course, the barrier between your spare time and your working time is really thin. Because you are at home, you wake up, shower, drink your coffee, have breakfast, whatever you like to do in the morning, you make one step and you are in the office. (Interview C7. Row 35)

That employee loyalty could be an issue for remote workers is not viewed as critical because the argumentation from the interviewees is that the default case for employees should be that they know that I trust them to do their designated job. Therefore, they already should feel appreciated and respected by their manager and the organization. Further, interviewee C1's opinion is that you already know the remote employee and that you do not hire them in the beginning for a remote position when they are not suited for it.

I believe that loyalty in terms of remote work and improvement of this loyalty is precisely the giving of full trust. When I, as a supervisor, place my full trust in the employees. Yes, I know these people and I only allow certain people to do 100% remote work and as I said the people know that whether this is possible or not. (Interview C1, Row 32)

In an equivalent way, interviewee C5 sees the loyalty issue not as critical because loyalty can be maintained regardless of the distance. This is because it is depending mainly on many soft factors from the leaders and organization whether an employee is loyal or not. When employees do not feel connected to their team members or are not treated equally compared to their on-site peers, the satisfaction drops, and the remote employee is not engaged with their work anymore like previously.

To put it bluntly, pain-free. I can maintain loyalty, regardless of whether someone is based here on site or whether he or she is based in Spain and is more of a lone wolf. I can maintain loyalty by paying attention to the employee, giving him or her regular feedback and taking care of them. Then you feel you belong to an organization, you feel understood and heard, and then loyalty is immensely greater. (Interview C5, Row 41)

Interviewee C4 confirms the opinion that it is a manager's or leader's responsibility to know how their employees are doing independent of whether they are working remotely or on-site. It is important to get in touch with them regularly to get an understanding of how they are doing and to connect with them.

And today, we very often come to the topic of leadership in an interesting way. But that is also the responsibility of the respective manager to know what my employee is doing there in the first place. And is he doing it at all? And are we getting anywhere, are we not getting anywhere. What are the topics? How well am I up to date? For me, this tandem is a factor in the success story. (Interview C4, Row 51)

Additionally with a divided workforce where part of the team is working remotely and the rest is working in the office, leaders face challenges in getting everyone connected to the organization. Additionally, the hybrid setup makes it increasingly difficult for the organization to provide everyone with the same access to information, as interviewee C8 confirms.

But the hybrid meetings, we recognize that it's suddenly a barrier between the participants online and on site because of discussions that maybe just disconnect. (Interview C8, Row 45)

Interviewee C2's theory is that trust in employees is missing here in the region because it is part of the culture that someone needs to see the others at work to think that they are working properly. Further, the problem is that leaders or managers perceive that they lose control over the employee as they are not capable anymore of controlling everything that they are doing.

So do I trust that my employee is able to deliver output in the case that I cannot control the input? I think that it is not to the full extent within our culture, within our DNA. And I even do not think that it's necessarily in the DNA of our region to have this trust because it might be that one could think that you only work when you are sweating and dirty. Let me say it like this. This is a little bit how the Vorarlberger thinks. (Interview C2, Row 40)

Additionally, the collaboration with on-site employees could be a barrier for remote employees because they cannot take part in the social activities at the company as easily. They often need to go the extra mile to get in touch with their on-site colleagues to build up a relationship

with them. If not effectively managed, a remote work environment could lead to less bonding between the remote employee and the company over a longer time horizon.

But I think that if you really work together as a team and create a bond with the company and then also do events together away from working hours or meet or even interact at lunch afterwards, I think that there is also a bond and that it promotes collegial cooperation, which is certainly more difficult with 100% remote. (Interview C3, Row 39)

Interviewee C8 observed during the introduction of the new digital workplace that the workforce was divided into distinct groups as to how fast they adopted to the new reality of a remote and digital workplace. In the first group, the early adopters were glad that the company is now transforming and adopting to the new reality of work, and they welcomed these changes. This group did not need further workshops on how to work with the provided tools. The second group, the majority, needed workshops and webinars to get used to the new tools and processes. After the learning phase, this group worked well with the provided tools and workflows. The last group, the laggards, needed to be forced to adopt to the new workplace tools after they were coached and had adequate training for it.

There were the different groups of people. There were early adopters that needed not that much attention. There was the majority which adopted through qualification information quite well. The last ones needed to be forced. (Interview C8, Row 39)

3.4.5.3 Legal challenges towards remote work

Used code for this chapter – BRW-LC.

Organizations face legal challenges when they are setting up a remote first or remote friendly work concept in the region or when they want to hire from outside their country. The reason for this is mainly due to the high workers' rights regulations in the European Union and different legal agreements within the member states.

Interviewee C7 confirms that employees and employers need to be careful, even if they only offer remote work for their employees for certain days, because of the different regulations in the home region of the employee. It makes it even more complex if the employee is permanently working remotely in a certain country because of the different inter-country regulations.

It's super quick that you work maybe, I don't know, in Lichtenstein and you live in Austria or the other way around. Here having the risk then suddenly you have a lot more taxes to pay as an employee is something that you should consider. Being aware also the employee, maybe when some percentages are requested, such as I would like to have 100 %, whatever. I think it's important to take this also into consideration. (Interview C7, Row 7)

Additionally for work from anywhere, the core principle of remote work that the employee can choose the location of their workplace is nearly impossible according to interviewee C2. This is true even if the remote employee is located within the European Union because there is no standardized regulation for remote workers between the member states. This means that

organizations have to evaluate each remote work case individually to comply with the regulations of the target countries.

Actually, it is simply not possible. When we are talking about legal regulations, even within the European Community, and I'm not talking about doing work within the UK or something. Even within the European Community, it is simply not possible because the law does not allow that you as an employee work from anywhere at any time. (Interview C2, Row 34)

Additional challenges for introducing remote work concepts lie within the rollout of tools and collaboration platforms, which are crucial for remote workers to do their work. There the challenges are within the GDPR and ISO 27001 regulations. Interviewee C8's company dealt with them by first doing a governance workshop with all the affected stakeholders before the tools and platforms were rolled out. Additional meetings with the workers' council and experts were done to set up the digital workplace according to these regulations.

We had a governance workshop at the very beginning where we built up all the pillars to different where we had a look at the configurations that made it more friendly to meet all these requirements. (Interview C8, Row 55)

3.4.6 Perceived advantages of remote work concepts

Used main Code PA – Perceived Advantages of Remote Work and the associated sub-codes.

The “perceived advantages” interview theme can be categorized into four main parts: Global Talent Pool, Advantages for Employees, Employer Advantages, and how they would measure the advantages.

As an advantage of a remote work policy most of the interviewees mentioned that they can advertise themselves as an attractive employer in a highly competitive employee market. Further, they also see advantages in being able to benefit from a wider talent pool of employees.

Another advantage is that their current employees would benefit from more flexibility in organising their private life and their work. This flexibility was first introduced during the Covid-19 pandemic to most of the employees.

3.4.6.1 Global talent pool

Used code for this chapter – PA-GTP.

Most of the interviewees agreed that their organization would benefit from a global talent pool to hire new employees, especially when there is a shortage of specialist workers in the region that they operate in. With a remote work setup, these specialists no longer need to be in the office to do their jobs anymore as one interviewee put in perspective.

One can use these resources naturally, because it must a IT or at different other topics there. The expert does not necessarily have to be here in Wolfurt and I can of course use such synergies when we talk about a shortage of skilled workers or a general shortage of labour. (Interview C6, Row 48)

Additional advantages are that the company does not need to setup a new office in a new region just to hire new employees there. This means that organizations can hire directly from regions where they are located without the need to relocate them to their office. Further, without the need for organizations to invest in a new office space it also means a huge cost advantage compared to traditional organizations that rely on new offices when they want to expand.

But definitely, coming back to the point talent sourcing from where the talent exists is definitely an issue and can also be a strategy why to introduce remote working. (Interview C1 Row 39)

Further, it puts the recruiting aspect of remote workers into a new perspective for the organization because remote recruiting needs to be done differently compared to the traditional hiring approach. The first contact often can only be done digitally and not in person anymore. As already mentioned in the previous chapter, remote employees need to have certain characteristics to be productive in a remote work environment and the challenge is to find out if the

candidate can bring this with them. This leads to the selection of the right candidate and later the onboarding phase of new employees is more important than ever.

We do our own recruiting, for example remote employees. But we also have recruiters who search for us. And they also know from the requirements catalogue that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. (Interview C4 Row 8)

Specifying the characteristics of a remote employee and defining beforehand how the onboarding is done in the company supports an effective onboarding of the candidate and helps them to get attached to the organization.

3.4.6.2 Advantages for current employees

Used code for this chapter – PA-ACE.

The biggest advantage that the interviewees see for their current employees with a remote work policy is that they gain more flexibility to organize their private life and work together. This flexibility leads to a better work-life balance as they do not need to commute every day, and this can lead to more motivated employees as they feel more appreciated by the company.

From my point of view, showing a flexibility, of course, with all common sense that is needed behind it, but offering a flexible working concept, and I prefer that more than remote working concept, so really flexible working concept taking into consideration in which life phase every individual is, I think that is one of the most important benefits that we can gain some shares out of that. (Interview C2 Row 53)

As this interviewee puts it, it helps the employee to combine their private life and work together and removes unnecessary stress from the employees. This flexibility for the employees due to home office is one of the key benefits that the Covid-19 pandemic brought to the organizations.

A handyman is coming to the house or I have to. The daughter is coming home from school early today, etc. That's the issue of work-life balance, which employees have to make more comfortable. That's one aspect where it's actually very, very positive, where you bring a certain normality with you, which wasn't the case before Corona and which was already tedious. (Interview C3, Row 52)

Further, a remote work policy allows employees to re-locate to their home country and still offers them the possibility to work for their company doing the work that they like. This benefits the employer as they can keep their employees and the employee is satisfied as they can be closer to their families and feel connected again to their culture.

We have two colleagues in Eastern Europe and one in Italy. He has worked for us for a long time, has a very close relationship with XXXXXX because she lived here for a long time and has moved back to her home country and works remotely from home for the sales department. (Interview C5, Row 48)

3.4.6.3 Employer advantages

Used code for this chapter – PA-EA.

The biggest advantages an employer has from a remote work policy is that the organization is positioned as an attractive employer in the region compared to other organizations. Since the Covid-19 pandemic, the possibility to work remotely is now often requested from potential candidates in their search for a new employer. Additionally with employee retention, a remote work policy or strategy can help to prevent the loss of important employees.

I can summarize it like this, shortage of skilled workers, the topic of sustainable tapping, the topic of retention, employee retention, the topic, but also personnel marketing. It makes you stand out. You can become more visible with it, so also the brand. (Interview C4, Row 44)

Further, a company can save on operating costs in the end as they do need additional office space or to setup a new office location in a different region. With employees working locally they also do not need to be relocated to a new country thereby saving additional costs.

Well, on the one hand, I want to save costs because I don't need a workstation in the company. I sometimes save on travel costs if the employee is located locally where he or she is needed. There are once two big points where that where the headquarters is concerned. (Interview C1, Row 36)

One interviewee also thinks that this additional flexibility for employees will also benefit the company in the end, as the private life and work life merges together. And that these employees will go the extra mile for the company to have satisfied customers.

I think that the helpfulness greater than as with someone who works 8 till 5 Monday to Friday and the cell phone put away. Because simply the work and private world merge. If everybody gives everybody the freedom and the flexibility, I think that's a gain for the company in the end, that the employees show more commitment, are flexible. (Interview C1, Row 36)

Further, giving the employees the opportunity to participate in remote work and to show them from a management perspective that they are trusted to do their work remotely also improves their satisfaction and overall happiness. This also benefits the organization in the end.

That's all said to me then, because enjoyment of the work is a main criterion for us on the Big Picture. We work on that together. And if the employees are doing well, then that's it, then our goal has actually been achieved. You can't really measure that, you can only see it in their faces when they grin or that they're doing well. And that goal, that you get there. (Interview C6, Row 57)

3.4.6.4 Measurement of the remote work advantage

Used code for this chapter – PA-MA.

The opinions of the interviewees differ regarding how the advantages of remote work could be measured by the organization. They view the accuracy of this measurement as critical, and it is difficult to judge the impact that this kind of measurement has for the organization. The overall picture of the interviews is that there is not one method for how these advantages could

be measured. One interviewee proposed the measurement with a net promoter score to see the commitment rate and to use HR KPIs to get a broader picture of the status of the policy.

You can see it in, as you said, in a net promoter score, you can see it in a commitment rate, you can see it in a retention rate fluctuation. I doubt if this really can be limited or directly linked to the possibility of offering flexible working solutions. I think it's more one part of it that pays into a positive result of that. But I think there are too many influencers paying into, for example, a positive commitment or high commitment scale. (Interview C2, Row 65)

Additionally, regularly executed employee surveys are a valuable tool according to interviewee C5 and can give the organization a good picture about the current status of their work satisfaction.

But I am convinced that an employee survey at regular intervals is also very, very useful and can really give the best possible, fully comprehensive picture. (Interview C5, Row, 56)

Additionally with a measurement system, the pressure on employees can increase if they feel like they are being watched by their respective supervisor and compared to other employees regarding how they perform. This is a risk that the organization and the manager need to be aware of. Overall, however, measurement is important to give an orientation about where to go with the strategy.

But of course, a large part should be measurable, otherwise it doesn't work. You have to work with numbers, no question. But for me, it should not build up compelling pressure on employees. (interview C6. Row 57)

3.5 Discussion

In the first part, the results are discussed against the research questions and in the next chapter, the reviewed literature is compared to the research questions.

3.5.1 Comparison of the research findings against the research questions

In this chapter, the collected research results are discussed against the asked research question. Overall, the organizations in the region pursue a remote strategy and use different remote work concepts for varied reasons.

What are the key considerations for Vorarlberg's industrial sector when developing a remote work strategy?

The main consideration for organizations in the region is the attractiveness of their company compared to the other organizations in the region. Most of the interviewed organizations view a remote work concept only as an additional benefit for employees and candidates. One reason for the introduction of remote work concepts by the interviewed organizations is to stay ahead in the search for new talent. Further, the interviewed organizations confirmed that the possibility of remote work is viewed as a must-have benefit by the candidates and the pressure therefore exists from the labour market for this change.

The experiences during the Covid-19 pandemic led two organizations to start pilot projects with remote-only positions. In the first step, they limited the search for new applicants to Austria. These organizations adapted their organization in order to benefit from a much wider talent pool compared to their peers, which were limited to the region for their hiring process.

Further, the Covid-19 pandemic was seen as a paradigm change for some organizations, and they introduced remote work policies to their employees. This shock and forced transformation led upper management to rethink how to view their employees, because they saw that remote work was feasible and the employees were still doing their jobs despite not being in the office anymore.

Another reason for the introduction of remote work is that it allowed organizations to employ sales representatives and technicians in a certain region without the need to open a new office location. In that case, the employees were considered as remote employees who work from a different location but are employed directly at the headquarters. These employees often have the trust of their superiors regarding their work responsibilities and results because their performance can be easily controlled. Often the performance indicators are based on their target sales budget or on similar KPI's.

What are the most common barriers to introducing remote work concept?

The interviewed organizations observed and saw problems with remote work concepts in the past in three different areas: legal barriers, organizational barriers, and employee barriers.

Legal Barriers. Remote work concepts where the employee can work from anywhere in the European union or worldwide are currently not easy to implement from a legal perspective. Especially here in the European Union, there is a highly regulated labour market with different regulations for each member state. This makes it not possible for employees to switch between different countries and regions easily without facing problems with their income tax calculations or insurance. An additional issue is that the organization needs to create a permanent establishment in the country of the remote worker, which adds an additional layer of complexity to remote worker concepts.

Organizational Barriers. Organizations that introduced remote work concepts observed different barriers within the organization. The IT infrastructure currently used by the organization could be a limiting factor in determining whether remote work is possible or not. The interviewees confirmed one of the main barriers as being whether employees need to be equipped properly with mobile devices such as smartphones or laptops when they are working from home. Further, if new collaboration tools are introduced and these are not accepted by the team or not integrated into the workflows and processes of the organization then the acceptance to work with them is low. With a low acceptance of using these tools, the introduction of remote work will fail in the company as the collaboration between the organizational members is suffering. Additionally, how the performance of employees is evaluated by the organization has an impact on how successful remote work is. Some interviewees agreed that remote employees need an unusual way to evaluate their performance transparently, because remote is much more result orientated than on-site work. OKR or similar approaches to performance management, which focuses on goals and results provide the necessary transparency and objective to the expected performance of the remote employee. With this result orientation of remote employees, the person is no longer visible, and this is a potential barrier. This requires change from the organization as to how they measure the performance of employees in order to support remote employees adequately.

Employee Barriers. Remote employees can face a variety of obstacles when they perform their work according to the interviewees. If the leaders or organizations do not have any experience with hybrid or digital leadership then the integration and collaboration between remote and on-site workers can be difficult. This is because leading a remote team or a hybrid team requires a new leadership mindset and skills to do it effectively. Furthermore, if the leadership does not trust remote employees because they cannot be visibly controlled whether

they are working or not then the collaboration is poised to fail. Another potential barrier for remote work is the personality characteristics of the participant that define whether they are suited for remote work or not. Remote work requires that the participant be disciplined at work, in terms of not distracted from the home environment and that they are able to switch off their work mode. This is important that remote employees can disconnect from work mode to prevent anxieties about work-related issues and to prevent burnout in extreme cases.

What are the perceived benefits to the manufacturing industry by developing a remote strategy?

The interviewed organizations agreed that a remote work strategy or policy is viewed positively by potential job candidates when searching for a new employer. On the one hand because employees know that remote work is possible, and the candidates are used to the additional flexibility that a remote work policy offers them due to the experiences from the pandemic. On the other hand, sometimes it was necessary for them to employ remote workers because they needed the position to be filled.

Further, the interviewed organizations think that their current employees would benefit from a remote work strategy or policy. Mainly in the form of additional flexibility to better balance their work and private life. The additional flexibility to the employees can increase their work satisfaction as they feel that their employer trusts them to do the job outside of the company and that they give them a feeling of understanding to their personal situation.

The hiring of remote employees has different economic benefits to the employer. With remote employees, it is not necessary to invest in new office space to expand the organization. Furthermore, remote friendly organizations can hire from more cost-effective areas and are not limited to the region they operate in. For organizations this means they can expand their presence without the need for large investments in new office spaces and this saved capital can be used to invest in different areas.

How would a remote work strategy support the acquisition of international talent?

A remote work strategy can indeed support the acquisition of international talent according to the interviewees. Two of the interviewed organizations had already started with pilot projects with a remote friendly work concept. They already saw an increase of new job applications for the introduced remote positions and a general interest in the organization, which shows that these kinds of positions are desired by the labour market and expected to some extent. This led to new jobs in different departments being rolled out, as they see that working together with remote workers is possible and can be done successfully with on-site employees. Currently, the pilot projects are only limited to Austria for the interviewed organizations.

Additionally, the organizations that introduced a remote friendly work concept benefited from the ability to search globally for new candidates without the need for opening a new office or to relocate the candidate to where the office is located. This has additional benefits for the employee as they can stay in their social network and for the organization it means they no longer need to organize and fund the relocation.

3.5.2 Comparison of the findings to the literature

Comparing the findings of the research to the literature gives additional insights about the thoughts and key considerations that went into the planning of introducing a remote work concept. The insights gathered from all the organizations are reflected in the literature review and overall, the organizations are on a good path forward with their remote work concepts.

What are the key considerations for Vorarlberg's industrial sector when developing a remote work strategy?

The reviewed literature shows that the key considerations to introducing a remote work strategy are based on the legal challenges for remote workers, the adoption of new ways to collaborate digitally, and the ability to attract new talent to stay competitive.

The legal challenges described in the previous chapters make it difficult for organizations to introduce an EU wide or global remote-work strategy. Organizations need to manage the legal regulations regarding remote employees on an individual basis, which makes the administration effort high. This is also confirmed during the interviews with the high legal barriers in the European Union making it difficult to employ remote workers easily. Further, it makes it difficult for organizations to allow their employees to move freely between the member states.

According to the reviewed literature, the technology plays a significant role in enabling effective remote collaboration within an organization. Without the introduction of new digital collaboration platforms and the adaptation of existing processes to suit the needs of remote workers, the introduction of remote work fails because collaboration is not possible. This puts the leaders into promotional roles to push the necessity to transform the processes and workflow accordingly to enable remote collaboration. One of the interviewees confirmed this in saying that technology plays a significant role in remote collaboration and is not possible without the adjustment of the current processes to the needs of a remote friendly work environment.

Another reason for the adaptation of a remote work strategy is to attract new employees and further to grow the organization. With a remote work strategy, organizations can hire from a global talent pool without being limited to the region in which they are based. Attracting remote employees requires organizations to change their employee branding in order to be attractive to remote employees and requires a different approach to hiring than in a traditional organization.

What are the most common barriers to introducing remote work concept?

In the reviewed literature, the downsides of remote work workers and subsequently with remote work concepts are not seen as a major roadblock compared to the interviewees' concerns. In the findings, the issues arise if the organization does not transform in a holistic way to the new remote work concepts and the new ways for collaborating with each other. This can include not adapting workflows and processes to the needs of remote workplaces or that leaders are missing the skills and tools to manage remote workers properly.

In detail, the leadership style for how leaders manage remote workers is the crucial part for a successful remote worker environment. This requires that leaders adapt their management skills to support a largely remote workforce, it requires them to build relationships with the remote workers so that they feel connected to the organization and team. This requires a different mindset of the leaders because previously they could easily connect with their team members in the office but need to change how they communicate with remote workers online properly. Furthermore, leaders are tasked to provide the platforms that enable collaboration digitally and lead the introduction of it. This statement is confirmed by most of the interviewees, that leaders are responsible in ensuring that a remote or hybrid workforce can communicate and collaborate with each other effectively and that everyone can access all the necessary information.

How the performance of the remote employee is measured needs to be adjusted by the organization when they introduce a remote work strategy otherwise, they could be a potential barrier and a source of conflict. The adjustment is necessary because in a remote work environment the result and goals are more important than the process how it is achieved. Remote employees are used to work autonomously, and clear communicated goals help them to perform well. Further the new approach adds a layer of transparency to the team communication which reduces the risk of conflict about the expected performance, because they expected goals is known to the employee and manger. The research proves this statement that remote employees need a new way how their performance is measured.

What are the perceived benefits to the manufacturing industry by developing a remote strategy?

In this case, the reviewed literature is quite clear regarding what the benefits are for organization and further to the employees. For organizations, a key advantage is that they have economic benefits. The benefits realise in potential savings in office spaces because they do not have to invest in new office space to expand. Further, organizations can hire from more cost-effective regions and do not need to hire in their designated region or to relocate their candidates to their office. The results from the interviews prove these points from the reviewed literature, namely that economic benefits would follow after they introduced a remote friendly work environment.

Employees benefit from additional flexibility in their work and private life, as they get the opportunity to better adjust their working times to their needs according to the literature review. Additionally, giving the employees the opportunity to participate in a remote friendly work environment boosts their work satisfaction and engagement. Most of the interviews confirmed that introducing a remote work concept would benefit their employees with additional flexibility and work satisfaction because they can better align their work and private life.

How would a remote work strategy support the acquisition of international talent?

A remote work strategy or policy helps organizations to attract new employees as candidates are not required to relocate to the organizations' offices if they want to join. Additionally, it enables organizations to directly search for candidates where they are available and not to search in their region. To attract remote employees, the organization needs to transform their employee branding to the needs of remote employees. This is because remote employees do not know the organization that they want to apply to yet and the information therefore needs to provide an insight about what the remote daily routine looks like. This helps candidates to create an image for themselves as to whether this organization is something for them or not.

Comparing it to the research results, organizations in this region still rely on job trade fairs to introduce candidates to their organizations. This works best in their home region where their brand is known and becomes difficult outside their region where they are not as well known. If they want to be attractive to remote employees, this means that the organizations need to adapt their digital employee branding to include the needs of remote employees.

4 Conclusion

The research findings provide valuable insights into the key considerations, barriers, and perceived benefits of developing a remote work strategy in the manufacturing industry of Vorarlberg. The organizations in the region are actively pursuing remote strategies and employing various remote work concepts to support their organizational needs.

The main consideration for organizations in Vorarlberg is to enhance the attractiveness of their organization compared to others in the region. Remote work is seen as an additional benefit for employees and candidates, and it is viewed as a must-have benefit by potential employees. Organizations recognise that offering remote work options helps them stay ahead in the talent search and adapt to the changing labour market.

4.1 Implications for the manufacturing industry

The Covid-19 pandemic was a paradigm change for the manufacturing industry in Vorarlberg. The initial shock of the forced lockdowns to safeguard the employees meant that organizations had to reinvent how the employees can continue to collaborate with each other remotely. During that time, organizations introduced and rolled out new collaboration platforms overnight to their employees and provided their employees with a working IT infrastructure in order to continue the operation of their organization.

In the aftermath of the pandemic, as seen in Table 5, the interviewed organizations all had a varying level of experience with the different remote work concepts. At the start of the pandemic, all of the interviewed organizations sent most of their employees temporarily into home office (remote for now) to protect them from the pandemic. During this forced remote work, they were able to gather valuable experiences regarding how to setup the remote work concept and where it needed improvements.

| | Remote First | Remote Friendly | Remote by Role | Remote by day | Remote for Now | On-Site |
|----|--------------|-----------------|----------------|---------------|----------------|---------|
| C1 | | | X | (X) | COV-19 | X |
| C2 | | | X | X | COV-19 | X |
| C3 | | | X | X | COV-19 | X |
| C4 | | X | X | X | COV-19 | X |
| C5 | | X | X | X | COV-19 | X |
| C6 | | (X) | X | X | COV-19 | X |
| C7 | | | X | X | COV-19 | X |
| C8 | | X | X | X | COV-19 | X |

Table 5 Remote concept matrix

Source: Own creation based on the interview results

This led four of the interviewed organizations to already start experimenting with a remote friendly work environment, with the aim to attract potential candidates and to fill vacant job positions. The roll out of these remote friendly jobs happened by one interviewed company in phases and started within departments who are from their design already remote friendly. Jobs located in the IT department or software development. All these companies have in common that the top management supports the introduction of the remote friendly environment and backs the necessary changes.

All interviewed organizations pursued a remote by role concept in addition to the remote by day concept. There, the organizations have special positions that do or can work remotely. In most cases, these positions are situated in sales or positions close to the sales department where the performance of the employee can be measured more easily than in other departments. This remote by role concept is additionally mentioned when the interviewed companies are searching for a specialist to do an important job for the company or if they wanted an employee to stay in the company.

Overall, the manufacturing industry is already using the different remote work concepts in their organizations when it fits their respective needs. However, for most organizations they are still on the second level of the adaption pyramid where they have re-created their office digitally. For the remote work concept to be accepted in general by the manufacturing industry in Vorarlberg it is necessary for the respective leaders to change their mindset about it. They have to create the necessary framework from a technological perspective and also from an organizational perspective.

4.2 Limitations of the research

The main limitation of this research is the available timeframe to conclude it and to research certain aspects more in detail which would offer valuable insights.

- Further a limitation of this research is that only the leaders of organizations or senior managers who are responsible for the remote work policy were interviewed and this placed a focus on the perspective of the organization regarding remote work. The perspective of employees was not considered for the research, but it could provide valuable insight into their expectations to a remote work strategy within their organization or what they would expect from their employer.
- Only a small number of organizations were interviewed for this research from the overall available organizations in the industrial sector. This sample size may not be representative of all the organizations in the region and could limit the significance of this research.
- Further, only the industrial sector with the manufacturing industry in the region was analysed and other industrial sectors were not in scope. Therefore, only a specific set of organizations were researched, and these are in general more traditional

organizations with a history rooted in the region. This puts these organizations at a disadvantage when trying to change their organization rapidly to meet the needs of new job candidates and rapidly evolving job market.

- The research focuses on the region of Vorarlberg, and the manufacturing industry situated there, and excludes international organizations. The provided findings may only be of limited use in other regions or industries because of the cultural differences of the people living there and in other regions or countries.
- The concluded interviews were partly carried out in German and required translation to be used for the analysis. This may lead to inaccuracy and misinterpretation of the collected data.

4.3 Future research

Due to the previously mentioned limitations of this thesis, further research in this topic needs to be concluded to gain a broader view. From the perspective of the current results, several further studies can be concluded:

- Two of the interviewed organizations are already pursuing a pilot project with a remote friendly work concept. These two pilot projects can be analysed in detail to reveal new knowledge on how to setup a remote friendly organization in the region.
- This research focuses on the organizational view about the key considerations regarding the introduction of a remote work concept. To get the view of the employees, interviews with employees or an employee survey can be done to also get their views and to compare it against the findings of this research.
- Further, small, and medium sized enterprises are the backbone of the industry, and they often struggle to attract talent that are not in their region where they operate. Another research can put the SME into focus if remote work concepts can help them to attract talent and to boost their growth.
- In the research, the leadership styles and behaviours are mentioned and how they need to change in a remote work environment. This can be researched further to determine what leadership practices are needed to manage a remote or hybrid team in the manufacturing industry.
- The employee perspective of remote work and the implications to their social wellbeing and work engagement can be researched further in the manufacturing industry of Vorarlberg.
- This thesis focuses only on the region of Vorarlberg and only takes the key considerations of the local organizations into account and thus misses the broader view. Further research can be done by interviewing international organizations outside of Vorarlberg to uncover their key considerations for a remote work strategy.

References

- Athanasidou, Chrisalena, and Georgios Theriou. 'Telework: Systematic Literature Review and Future Research Agenda'. *Heliyon* 7, no. 10 (October 2021): e08165. <https://doi.org/10.1016/j.heliyon.2021.e08165>.
- Belling, Shawn. *Remotely Possible: Strategic Lessons and Tactical Best Practices for Remote Work*. New York, NY: Apress, 2021.
- Bloom, Nicholas, Jose Maria Barrero, Steven Davis, Brent Meyer, and Emil Mihaylov. 'Research: Where Managers and Employees Disagree About Remote Work'. *Harvard Business Review*, 5 January 2023. <https://hbr.org/2023/01/research-where-managers-and-employees-disagree-about-remote-work>.
- Brady, Joseph, and Garry Prentice. *Leadership through a Screen: A Definitive Guide to Leading a Remote, Virtual Team*. First edition. New York, NY: Business Expert Press, LLC, 2019.
- Britt, Hugo. 'Remote Hiring Guide: How To Hire Remote Employees | Vervoe'. Vervo.com, 12 February 2021. <https://vervoe.com/remote-hiring/>.
- Brown, Hayden, and Brenda Do. 'Work Without Limits'. *Work Without Limits Executive Summary*, no. 2022 (3 January 2023): 69.
- Bundesministerium für Arbeit und Wirtschaft and Bundesministerium für Arbeit und Wirtschaft Sektion Arbeitsrecht und Zentral-Arbeitsinspektorat. 'Telearbeitsplätze, Homeoffice'. Arbeitsinspektion, 4 January 2023. https://www.arbeitsinspektion.gv.at/Arbeitsstaetten-_Arbeitsplaetze/Arbeitsplaetze/Telearbeitsplaetze-Home_Office.html.
- Case, John. 'Zoom, Microsoft Teams, and Slack Have Exploded Due to the COVID-19 Pandemic. Can They Hold onto This Growth?' Company Homepage, 1 April 2020. <https://glginsights.com/de/articles/zoom-microsoft-teams-and-slack-have-exploded-due-to-the-covid-19-pandemic-can-they-hold-onto-this-growth/>.
- CEDEFOP. 'Austria: Company Survey Confirms Severe Shortage of Skilled Workers', 1 November 2022. <https://www.cedefop.europa.eu/en/news/austria-company-survey-confirms-severe-shortage-skilled-workers>.
- CEE, WTS. 'Remote work in Austria in the COVID-19 pandemic'. *WTS Klient* (blog), 16 February 2021. <https://wtsklient.hu/de/2021/02/16/remote-work-in-austria/>.
- Chamorro-Premuzic, Tomas, and Katarina Berg. 'Fostering a Culture of Belonging in the Hybrid Workplace'. *Harvard Business Review*, 3 August 2021. <https://hbr.org/2021/08/fostering-a-culture-of-belonging-in-the-hybrid-workplace>.
- Cortellazzo, Laura, Elena Bruni, and Rita Zampieri. 'The Role of Leadership in a Digitalized World: A Review'. *Frontiers in Psychology* 10 (27 August 2019): 1938. <https://doi.org/10.3389/fpsyg.2019.01938>.

- 'Cost Implications of Remote Work'. Accessed 27 November 2022. <https://emtemp.gcom.cloud/ngw/globalassets/en/finance/documents/trends/cost-implications-of-remote-work.pdf>.
- Dhawan, Erica. 'Did You Get My Slack/Email/Text?' *Harvard Business Review*, 7 May 2021. <https://hbr.org/2021/05/did-you-get-my-slack-email-text>.
- . *Digital Body Language: How to Build Trust and Connection, No Matter the Distance*. New York: St. Martin's Press, 2021.
- Dornmayr, Helmut, and Marlis Riepl. 'Demand for/Lack of Skilled Labour in Austria in 2022'. IBW, September 2021. <https://ibw.at/resource/download/2441/ibw-summary-fachkraeftebedarf-mangel-in-oesterreich-2022-en.pdf>.
- Dresing, Thorsten, and Thorsten Pehl. *Praxisbuch Interview, Transkription & Analyse: Anleitungen und Regelsysteme für qualitativ Forschende*. 8. Auflage. Marburg: Eigenverlag, 2018.
- Eikenberry, Kevin, and Wayne Turmel. *The Long-Distance Leader*. Book, Whole. Berrett-Koehler Publishers, 2018. <https://ebookcentral.proquest.com/lib/vorarlberg/detail.action?pq-origsite=summon&docID=5359071>.
- EU-OSHA. 'Framework Agreement on Telework | Safety and Health at Work EU-OSHA'. <https://osha.europa.eu/en>, 26 October 2022. <https://osha.europa.eu/en/legislation/guidelines/framework-agreement-telework>.
- European Economic and Social Committee. 'Updating EU Rules on Teleworking Stirs up Debate in EESC Hearing'. European Economic and Social Committee, 13 January 2021. <https://www.eesc.europa.eu/en/news-media/news/updating-eu-rules-teleworking-stirs-debate-eesc-hearing>.
- European Foundation for the Improvement of Living and Working Conditions. *Telework in the EU: Regulatory Frameworks and Recent Updates*. LU: Publications Office, 2022. <https://data.europa.eu/doi/10.2806/42974>.
- Fillmore, Heidi, and Tony Storr. 'AR and VR in the Workplace'. IBM Corporation, September 2020. <https://www.ibm.com/downloads/cas/4REM48XZ>.
- Fried, Jason, and David Heinemeier Hansson. *Remote: Office Not Required*. 1st edition. New York: Crown Business, 2013.
- Glaveski, Steve. 'Remote Work Should Be (Mostly) Asynchronous'. *Harvard Business Review*, 1 December 2021. <https://hbr.org/2021/12/remote-work-should-be-mostly-asynchronous>.
- . 'The Five Levels of Remote Work — and Why You're Probably at Level 2'. *The Startup* (blog), 16 February 2022. <https://medium.com/swlh/the-five-levels-of-remote-work-and-why-youre-probably-at-level-2-ccaf05a25b9c>.

- Haag, Matthew. 'Remote Work Is Here to Stay. Manhattan May Never Be the Same.' *The New York Times*, 29 March 2021. <https://www.nytimes.com/2021/03/29/nyregion/remote-work-coronavirus-pandemic.html>.
- Hauser, Daniel. 'Die Attraktivsten Arbeitgeber*innen Österreichs'. Universum part of Stepstone, 18 October 2022. https://www.stepstone.at/wp-content/uploads/2022/10/ATSS-2022-Osterreich-Studiendownload_Presentation-final-1.pdf.
- Hinds, Pamela, and Brian Elliott. 'WFH Doesn't Have to Dilute Your Corporate Culture'. *Harvard Business Review*, 1 February 2021. <https://hbr.org/2021/02/wfh-doesnt-have-to-dilute-your-corporate-culture>.
- ILO. 'COVID-19: Guidance for Labour Statistics Data Collection'. ILO, 5 June 2020. https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/publication/wcms_747075.pdf.
- Madan, Saurabh. 'Influence of Culture in the Acceptance of Digital Tools in Leadership Communication'. Master Thesis, University of Applied Sciences Voralberg, 2020.
- Martin, Liam, and Rob Rawson. *Running Remote: Master the Lessons from the World's Most Successful Remote-Work Pioneers*. New York: HarperCollins Leadership, an imprint of HarperCollins, 2022.
- Morgan, Jacob. *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2014.
- Neeley, Tsedal. *Remote Work Revolution: Succeeding from Anywhere*. New York, NY: Harper Business, an imprint of HarperCollinsPublishers, 2021.
- Otter, Michael. 'AUSSEN WIRTSCHAFT GLOBAL BUSINESS BAROMETER'. Forschungsbericht. Wien: Aussenwirtschaft Austria der WKÖ, 2022.
- Ozimek, Adam, and Christopher Stanton. 'Remote Work Has Opened the Door to a New Approach to Hiring'. *Harvard Business Review*, 11 March 2022. <https://hbr.org/2022/03/remote-work-has-opened-the-door-to-a-new-approach-to-hiring>.
- Pachter, David, and Jerry Colonna. *Remote Leadership: How to Accelerate Achievement and Create a Community in a Work-from-Home World*. Herndon, VA: Amplify Publishing, an imprint of Mascot Books, 2021.
- Pavlou, Christina. 'How to Attract, Hire and Retain Remote Employees'. Recruiting Resources: How to Recruit and Hire Better, 23 April 2018. <https://resources.workable.com/tutorial/hiring-remote-employees>.
- Pozen, Robert C., and Alexandra Samuel. *Remote, Inc: How to Thrive at Work . . . Wherever You Are*. First edition. New York, NY: Harper Business, 2021.

- Publications Office of the European Union. 'The Impact of Demographic Change in Europe', 17 January 2023. https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/new-push-european-democracy/impact-demographic-change-europe_en.
- Rashmi Bhaskar, Mukherjee, and Krish Ashok. '5 Ways the COVID-19 Pandemic Is Changing the Role of Leaders', 4 October 2021. <https://www.weforum.org/agenda/2021/10/5-ways-the-pandemic-is-changing-the-role-of-leaders/>.
- Reisecker, Sophia. 'Social Partners Negotiated Ground Rules for Remote Work'. European Economic and Social Committee, 26 June 2020. <https://www.eesc.europa.eu/en/news-media/presentations/social-partners-negotiated-ground-rules-remote-work>.
- Rücker, Egon, and Bianca van Dellen. 'Vorarlberger Wirtschaftsbericht 2021/2022'. Bregenz: AMT DER VORARLBERGER LANDESREGIERUNG LANDESSTELLE FÜR STATISTIK, July 2022. https://vorarlberg.at/documents/302033/472212/Wirtschaftsbericht+2021_22.pdf/96bb3f5b-d019-80ce-8946-76f9f2bd2ddc?t=1657015189414.
- Sanders, Tim. *The Grand Redesign*. UpWork, 2022. https://issuu.com/wwlupwork/docs/grandredesignminibook_digital_lw_22-1021_r1_pages.
- Saunders, Elizabeth Grace, Paul Axtell, Tomas Chamorro-Premuzic, Erica Dhawan, Kutay Shalev, and Art Markman. *HBR Guide to Remote Work*. Harvard Business Review Guides. Boston, Massachusetts: Harvard Business Review Press, 2021.
- Saunders, M. N. K., Philip Lewis, and Adrian Thornhill. *Research Methods for Business Students*. Seventh edition. New York: Pearson Education, 2015.
- Sutherland, Lisette, K. Janene-Nelson, and Jurgen Appelo. *Work Together Anywhere :: A Handbook on Working Remotely Successfully : For Individuals, Teams & Managers /*. Hoboken, New Jersey: Wiley, 2020. <https://ebookcentral.proquest.com/lib/vorarlberg/detail.action?pq-origsite=summon&docID=6219877>.
- WKO. 'Die Homeoffice Betriebsstätte', 31 March 2022. <https://www.wko.at/service/steuern/homeoffice-betriebsstaette.html>.
- . 'Grenzüberschreitendes Homeoffice aus lohnsteuerrechtlicher Sicht'. WKO, 31 March 2022. <https://www.wko.at/service/steuern/homeoffice-im-ausland-lohnsteuer.html>.
- Zitron, Ed. 'Why Managers Fear a Remote-Work Future'. The Atlantic, 29 July 2021. <https://www.theatlantic.com/ideas/archive/2021/07/work-from-home-benefits/619597/>.

Appendix

Interview Guideline

Interview C1

Interview C2

Interview C3

Interview C4

Interview C5

Interview C6

Interview C7

Interview C8

Thematic Analysis

RWE – Remote Work Experience

KC – Key Considerations

BRW – Barrier Remote Work

PA – Perceived Advantages

Interview guideline

| Interview Themes | Interview Questions EN | Interview Questions DE |
|---|---|---|
| (1) Past/ Current Experience with Remote Work Concepts | <p>What are your past or current experiences with remote work concepts? How did you set the current or past remote work concept up? How did you provide your employees the necessary tools and the access to information to do their work? What changes were required from your organization? How did you deal with these changes? How do you measure your current remote work strategy? What kind of jobs can participate in the current remote work strategy?</p> | <p>Welche Erfahrungen haben Sie in der Vergangenheit oder aktuell mit Remote Work Konzepten gemacht? Wie haben Sie das aktuelle oder frühere Remote Work Konzepten eingerichtet? Wie haben Sie Ihren Mitarbeitern die notwendigen Werkzeuge und den Zugang zu Informationen zur Verfügung gestellt, um ihre Arbeit zu erledigen? Welche Veränderungen waren in Ihrer Organisation erforderlich? Wie sind Sie mit diesen Veränderungen umgegangen? Wie messen Sie Ihre derzeitige Remote Work Strategie? Welche Arten von Arbeitsplätzen können an der aktuellen Remote Work Strategie teilnehmen?</p> |
| (2) Key consideration for introducing for introducing a remote work strategy | <p>What were the main reasons for a remote work strategy? What factors did you not consider for developing a remote strategy? What factors did you consider for developing a remote strategy? How do you decide which remote work concepts suite best for your company? What steps would you take to ensure the success of your remote strategy? How would you measure the effectiveness of your remote strategy?</p> | <p>Was waren die Hauptgründe für eine Remote Work Strategie? Welche Faktoren haben Sie bei der Entwicklung einer Remote Work Strategie nicht berücksichtigt? Welche Faktoren haben Sie bei der Entwicklung einer Remote Work Strategie berücksichtigt? Wie entscheiden Sie, welche Remote Work Konzepte für Ihr Unternehmen am besten geeignet sind? Welche Schritte würden Sie unternehmen, um den Erfolg Ihrer Remote Work Strategie zu gewährleisten? Wie würden Sie die Wirksamkeit Ihrer Remote Work Strategie messen?</p> |

| | | |
|--|--|--|
| <p>(3) Barriers of introducing remote work concepts</p> | <p>What are the most significant barriers for remote work strategy in your company? What legal challenges are there for a remote work strategy, company, and employees? How do you deal with them? Where would you encounter the barriers? How would you deal with the barriers? How would you deal with employee loyalty? What measures would you take to improve it? How do you measure your employee's performance with remote work?</p> | <p>Was sind die größten Hindernisse für eine Remote Work Strategie in Ihrem Unternehmen? Welche rechtlichen Herausforderungen gibt es für eine Remote Work Strategie, das Unternehmen und die Mitarbeiter? Wie würden Sie mit ihnen umgehen? Wo würden Sie sonst noch auf Hindernisse stoßen? Wie würden Sie mit den Hindernissen umgehen? Wie würden Sie mit der Loyalität der Mitarbeiter umgehen? Welche Maßnahmen würden Sie ergreifen, um diese zu verbessern? Wie bewerten Sie die Leistung der Mitarbeitenden bei Remote Work?</p> |
| <p>(4) Perceived advantages of remote work concepts</p> | <p>What advantages could a remote work strategy offer to your company? How would your company benefit from a global talent pool? How would you attract international talents? How would you integrate them in your existing teams? What advantages do you see for your current employees with a remote work strategy? How would you measure the advantages?</p> | <p>Welche Vorteile könnte eine Remote Work Strategie für Ihr Unternehmen haben? Wie würde Ihr Unternehmen von einem globalen Talentpool profitieren? Wie würden Sie internationale Talente anziehen? Wie würden Sie sie in Ihre bestehenden Teams integrieren? Welche Vorteile sehen Sie für Ihre derzeitigen Mitarbeiter durch eine Remote Work Strategie? Wie würden Sie diese Vorteile messen?</p> |

Interview C1

| Row | Time-stamp | Speaker | German | English - Translation |
|-----|------------|---------|---|--|
| 1 | 00:00:12 | I | Welche Erfahrungen haben Sie in der Vergangenheit oder aktuell mit Remote Work Konzepten gemacht? | What experiences have you had in the past or currently with remote work concepts? |
| 2 | 00:00:20 | C1 | Das Remote Work Konzept, war für mich persönlich jetzt oder für die Firma XXXXXX sehr Vertriebs lastig, für mich als Vertriebsleiter. Ich kenne das von beiden Seiten, dass man tagesweise Homeoffice macht, im kleinsten fall. Aber dass man auch permanent, remote arbeitet in der weitesten Ausprägung. Und ich muss auch sagen und ich persönlich, bin mit dem immer gut gefahren. Wo ich bei XXXXXX in London war, da habe ich nur von der Wohnung von daheim ausgearbeitet. Als Vertriebsunterstützung/ Projektleiter, da war ich also 100% remote und bin nur tagesweise ins Büro und als Vertriebler auch. | The remote work concept, for me personally now or for the company XXXXXX was very sales-heavy, for me as a sales manager. I know that from both sides, that you do home office on a daily basis, in the smallest case. But that you also work permanently, remotely, in the broadest sense. And I have to say, and I personally have always done well with this. When I was at XXXXXX in London, I only worked from home. As a sales support/project manager, I was 100% remote and only went into the office on a daily basis, and as a salesperson as well. |
| 3 | 00:01:13 | C1 | Und als Vertriebsleiter jetzt die andere Rolle, jetzt einen Tag zuhause, den Mittwoch, und den Rest immer im Büro. Ich persönlich habe damit ganz gute Erfahrungen. Wobei ich glaube, dass es total unterschiedliche Themengebiete sind. Weil wenn man komplett remote arbeitet, dann muss einen gewissen Grund haben, dass man nicht an der geographischen Lage, wo das Headquarter ist, sitzt. Aber trotzdem ein Mitarbeiter für diese Firma ist und dort haben wir auch einige, der XXXXXX, wo als Sales Support bei uns arbeitet und angefangen hat. Der sitzt in Salzburg. Der würde im Büro sitzen, wenn er in Vorarlberg wäre, ist er aber nicht. Hat aber das Knowhow, das wir brauchen, darum haben wir es eingekauft und sitzt jetzt permanent im Homeoffice und ist der klassische Remote Worker. Und ich glaube, der klassische Remote Worker da muss man. A, der Charakter dazu sein, da muss man selbst angetrieben sein und diese, ich glaube das heißt die Intrinsische Motivation etwas bewegen zu wollen und das ist nicht jeder Mensch. Das hat nicht jeder Mensch. Andere Typen von Menschen brauchen den Antrieb von außen aber wenn man 100% Remote arbeitet, dann braucht man diesen | And as sales manager now the other role, now one day at home, Wednesday and the rest always in the office. Personally, my experience with this has been quite good. Whereas I think they are totally different subject areas. Because if you work completely remote, then there has to be a certain reason that you're not sitting in the geographical location where the headquarters is. But nevertheless an employee for this company is and there we have also some, the XXXXXX, where as Sales Support with us works and has started. He is based in Salzburg. He would be sitting in the office if he were in Vorarlberg, but he is not. But he has the know-how we need, which is why we bought him in, and he now sits permanently in his home office and is the classic remote worker. And I think you have to be the classic remote worker. A, you have to have the character for it, you have to be self-driven and have this, I think it's called the intrinsic motivation to want to move something and not everyone has that. Not every person has that. Other types of people need the drive from the outside but if you work 100% remote, then you need that intrinsic drive. To want to do something. Because the distraction of course |

| | | | | |
|---|----------|---|--|---|
| | | | <p>Eigenantrieb. Etwas machen zu wollen. Weil die Ablenkung natürlich von Montag bis Freitag von zuhause aus arbeite, mit Garten, mit Kinder und mit anderen Themen ansonsten viel zu groß ist. Und wenn diese intrinsische Motivation passt, ich will etwas bewegen, ich will meine 8-10 Stunden am Tag in meinem Büro arbeiten für die Firma. Dann ist dort eine Voraussetzung gegeben. Die zweite ist natürlich, dass man das Umfeld hat, für dieses klassische remote Work. Wo ich damals in London war, war ich alleine und da hatte ich ein großes 30m2 Zimmer gehabt und da war auch das Büro inkludiert und da hatte ich einfache meine absolute Ruhe den ganzen Tag und da habe ich eigentlich gut arbeiten können. Und habe meine Routine zurechtgelegt, wenn ich anfangen, wenn ich Mittagspause mache, wenn ich am Abend aufhöre. Damit der Tag auch ein Ende findet, denn das ist auch die Gefahr von dem Remote Office und wenn du intrinsisch motiviert bist, dass du kein Ende findest, das der Arbeitstag nie aufhört im Prinzip. Das muss man ganz klar managen. Also gutes selbst Management und eine gute Motivation sind extrem wichtig für und das richtige Arbeitsumfeld und ruhe sind extrem wichtig für permanente Remote Worker.</p> | <p>working from home Monday to Friday, with garden, with kids and with other issues otherwise is way too big. And if that intrinsic motivation fits, I want to make a difference, I want to work my 8-10 hours a day in my office for the company. Then there is a prerequisite there. The second is, of course, that you have the environment for this classic remote work. Where I was in London at that time, I was alone and I had a large 30m2 room and the office was also included and I had my absolute peace and quiet all day and I could actually work well there. And I set up my routine, when I start, when I take my lunch break, when I finish in the evening. So that the day also finds an end, because that's also the danger of the remote office and if you're intrinsically motivated, that you don't find an end, that the workday never ends in principle. You have to manage that very clearly. So good self-management and good motivation are extremely important for and the right working environment and rest are extremely important for permanent remote workers.</p> |
| 4 | 00:03:53 | I | <p>Also indem Fall braucht Remote Work klare Regelungen wie so ein Arbeitsplatz ausschauen könnte und ist in dem Fall bei dir Mitarbeiter abhängig und auch Rollen abhängig welcher Job remote durchgeführt werden kann.</p> | <p>So in that case remote work needs clear rules how such a workplace could look like and is in that case with you employee dependent and also role dependent which job can be done remotely.</p> |

| | | | | |
|---|----------|----|---|---|
| 5 | 00:04:14 | C1 | <p>Richtig, ich glaube es gehen ganz viele Jobs auf Remote Work, wenn man das Arbeitsumfeld schafft. Natürlich muss das Vertrauensverhältnis immer da sein. Das muss es bei einem Tag Homeoffice auch schon. Das Vertrauensverhältnis muss da sein, der Job muss es hergeben und ein Fließbandarbeiter wird nicht remote worken können. Es geht bei ganz vielen Jobs, wenn man das Arbeitsumfeld im Prinzip entsprechend kreiert. Das ist natürlich diese Grundvoraussetzung. Aber dann geht es bei ganz vielen Jobs, wenn eben dieses Umfeld auch von der eigenen Motivation, gewisses Regelwerk, eigener Raum, Ruhe damit man sich konzentrieren kann. Wenn das alles gegeben ist, geht es glaube ich bei ganz vielen Jobs. Alles Administrative, Software-Entwickler und auch Hardware Entwickler könnte ich mir auch vorstellen. Wenn er nicht unbedingt die Gerätschaften braucht. Aber es geht wahrscheinlich bei mehr als wir uns heute vorstellen, wenn man das wirklich will. Weil man sieht es auch, wenn man die richtigen Leute, gerade heute wenn es schwierig ist die richtigen Leute zu finden. Da sieht man, was alles möglich ist. Dann muss man halt das Arbeitsumfeld schaffen. Der XXXXXX der im Sales Support ist, den Vertrieb unterstützt, der Schulungen macht. Der sitzt in Salzburg und der hat von der Zutrittskontrolle alle Gerätschaften bei sich zuhause. Der hat ein richtiges Zutrittskontrollsystem mit allen Geräten sich mitgenommen, sich zu Hause aufgebaut. Damit er dort wirklich aktiv arbeiten kann. Und das ist glaube ich auch eine Grundvoraussetzung.</p> | <p>Right, I think a lot of jobs can be done remotely if you create the working environment. Of course, the trust relationship always has to be there. It has to be there with one day home office. The relationship of trust has to be there, the job has to allow it, and an assembly line worker won't be able to work remotely. It works for a lot of jobs if you create the working environment accordingly. That is, of course, the basic prerequisite. But then it works for a lot of jobs if this environment also depends on your own motivation, a certain set of rules, your own space, peace and quiet so that you can concentrate. If all this is given, I think it works for many jobs. Everything administrative, software developer and also hardware developer I could also imagine. If he doesn't necessarily need the equipment. But it probably works for more than we imagine today, if you really want it. Because you can also see it when you find the right people, especially today when it's difficult to find the right people. You can see what's possible. Then you just have to create the working environment. XXXXXX, who is in sales support, who supports sales, who does training. He is based in Salzburg and has all the access control equipment at home. He took a real access control system with all the equipment with him and set it up at home. So that he can really work there actively. And I think that's also a basic requirement.</p> |
| 6 | 00:05:50 | I | <p>Also es ist wichtig, dass wir/ dass Mitarbeiter auch die notwendigen Tools auch zur Verfügung gestellt werden von der Firma oder? Gerade wie Laptop, remote Zugang zu internen Systemen und auch die Produkte, damit ich ein eigenes Produkt Setup zuhause habe.</p> | <p>So it's important that we/ that employees are also provided with the necessary tools by the company, right? Just like laptop, remote access to internal systems and also the products so that I have my own product setup at home.</p> |
| 7 | 00:06:08 | C1 | <p>Der Tisch zuhause sollte so anschauen, als ob er in der Firma wäre mit allen Zugängen und dem vollen Material. Wenn du administrativ bist, dann ist es ein Office Printer, der alles kann, faxen, scannen und kopieren. Und wenn du Hardware-</p> | <p>The table at home should look like it's in the company with all the access and the full stuff. If you're administrative, it's an office printer that can do everything, fax, scan, copy. And if you're a hardware developer, it's in the simplest form, a soldering iron,</p> |

| | | | | |
|----|----------|----|---|--|
| | | | Entwickler bist, dann sind es in der simpelsten Form, ein LötKolben, Messgeräte damit man ein wenig daheim etwas tun kann. | gauges so you can do a little bit at home. |
| 8 | 00:06:41 | I | Gibt es derzeit auch irgendwelche Remote Work Strategien oder wird auch bei Remote Worker die Leistung gemessen.? Oder gibt es irgendwelche KPIs wo es misst bei uns? | Are there any remote work strategies at the moment as well or is performance measured for remote workers as well.? Or are there any KPIs where it measures with us? |
| 9 | 00:06:56 | C1 | Also bei XXXXXX ist es eigentlich so, dass diese KPI nicht aktiv, sondern eher indirekt gemessen werden. Beim Vertrieb, der Vertriebsmitarbeiter der ist natürlich ein Remote Worker, bei dem ist das KPI ist das ultimative Ziel die Budget Erreichung und dann aber auch die quartalsmäßige Erreichung wo wir definitiv kontrollieren. Und mit Salesforce können wir natürlich noch viel mehr kontrollieren, wie viel Neuangebote wurden pro Woche eingegeben und das wären die KPIs. Bei anderen Remote Workern, wie der Sales Support Engineer, der unterstützt ja andere Mitarbeiter, da wird es schwieriger mit dem messen, weil nicht auf Umsatz ist. Aber diese Mitarbeiter haben ja gewisse Aufgaben zu erledigen. Sprich gewisse Termine war zu nehmen. In einem vollem remote working Setup ist der Terminkalender, würde ich sagen ziemlich voll. Beziehungsweise, weiß der Vorgesetzte durch eine wöchentliche Abstimmung mit dem Mitarbeiter an was dieser Mitarbeiter gerade arbeitet. Zum Beispiel diese Woche machen wir diese Zutrittskontrollpräsentation neu und in der nächsten Woche machen wir neue Ausschreibungsunterlagen und Texte, die auch in mehrsprachiger Version verfügbar sind. Und die Woche darauf sind Businessstrips mit dem Vertrieb geplant. Also das ist einfach durch den Vorgesetzten und die Steuerung durch solche Support Funktionen ist das ziemlich gut überprüfbar, was der jeweilige Mitarbeiter macht. | So at XXXXXX, it's actually that these KPIs are not measured actively, but rather indirectly. In sales, the sales person is of course a remote worker, where the KPI is the ultimate goal is the budget achievement and then also the quarterly achievement where we definitely control. And with Salesforce, of course, we can control much more, how many new offers were entered per week and those would be the KPIs. With other remote workers, such as the sales support engineer, who supports other employees, it is more difficult to measure this, because it is not based on sales. But these employees have certain tasks to complete. In other words, they have to meet certain deadlines. In a full remote working setup, the appointment calendar is, I would say, quite full. Or rather, the supervisor knows through a weekly coordination with the employee what this employee is currently working on. For example, this week we are redoing this access control presentation and the next week we are doing new tender documents and texts, which are also available in multilingual versions. And the week after that, we have business trips planned with sales. So that's just through the supervisor and the control through such support functions that's pretty well verifiable what the respective employee is doing. |
| 10 | 00:08:37 | I | Dann können wir schon zum nächsten Themenblock gehen. Was war einer der Hauptgründe für eine Remote Work Strategie? | Then we can already go to the next block of topics. What was one of the main reasons for having a remote work strategy? |

| | | | | |
|----|----------|----|---|--|
| 11 | 00:08:45 | C1 | <p>Warte kurz, bevor wir zu der Remote Work Strategie gehen, möchte ich noch kurz etwas zu Remote Working sagen wenn es nur ein Tag ist, sprich Homeoffice. Das ist nämlich das komplett andere Spektrum. Für ein Homeoffice, da der Titel ja „New Work“ heißt. Da kann man sich natürlich Fragen was ist denn jetzt New Work eigentlich. Jetzt wo die Pandemie vorbei ist, wie viel ist über von der New Work. Die XXXXXX Gruppe beispielsweise, die haben eine Remote Working Policy eine Homeoffice Policy. Wo jeder Mitarbeiter von zu Hause ausarbeiten darf. Will er mehr als einen Tag von zu Hause ausarbeiten, muss dies der Vorgesetzte unterschreiben, dann sind auch zwei Tage möglich. Auch für einen Tag oder zwei Tage Homeoffice gibt es ein gewissen Regelwerk. XXXXXX Spanien hat hier Buchungssset, jeder Mitarbeiter muss wissen ist der Mitarbeiter im Homeoffice oder ist er zuhause. Die Mitarbeiter brauchen ein gewisses Regelwerk, sprich man muss den Tag auswählen, welcher Tag ist der Homeoffice Tag, muss man auch auswählen. In einem Tag Homeoffice, da brauche ich auch nicht das komplette Setup. Da brauche ich nicht unbedingt ein Homeoffice Büro, da reicht mitunter auch mal ein Küchentisch, das kennen wir alle aus der Pandemie Zeiten. Weil dieser eine Tag Homeoffice eigentlich nicht etwas mit Remote Work im engeren Sinne, sondern eher mit der Firma gesteht dem Mitarbeiter eine gewisse Flexibilität zu. Das ist der Tag an dem der Mann die Kinderbetreuung mit, in den Kindergarten fahren, in die Schule fahren übernimmt. Das ist der Tag, wo ein Handwerker kommt und man früher zuhause sein muss, weil irgendjemand zuhause sein muss.</p> | <p>Wait a minute, before we go to the remote work strategy, I would like to say something briefly about remote working when it's just one day, meaning home office. Because that's the completely different spectrum. For a home office, since the title is "New Work". Of course, you can ask yourself what New Work actually is. Now that the pandemic is over, how much of the New Work is left. The XXXXXX Group, for example, has a remote working policy and a home office policy. Where every employee is allowed to work from home. If they want to work from home for more than one day, their supervisor has to sign off on it, and then two days are also possible. There is also a certain set of rules for one day or two days home office. XXXXXX Spain has booking set here, every employee must know is the employee in home office or is he at home. The employees need a certain set of rules, meaning you have to choose the day, which day is the home office day, you also have to choose. In one day home office, there I also do not need the complete setup. I don't necessarily need a home office, sometimes a kitchen table is enough, we all know that from the pandemic times. Because this one day home office is actually not something with remote work in the narrower sense, but rather with the company admits the employee a certain flexibility. That's the day the husband takes over childcare with, driving to kindergarten, driving to school. That's the day where a handyman comes and you have to be home earlier because somebody has to be home.</p> |
| 12 | 00:10:40 | C1 | <p>Also ein Tag Homeoffice ist auch New Work, ist aber eher für die Flexibilität der Mitarbeiter. Weil wir alle Flexibilität nach der Pandemie gewohnt sind. Ist eher als Flexibilität zu sehen, ist eher als Goody der Firma gegenüber dem Mitarbeiter zu sehen. Als Element ein attraktiver Arbeitgeber zu sein. So wie ein Laptop, ein Auto, ein Mobilphone was es immer für die verschiedenen Berufe gibt. So ist ein Tag Homeoffice zu sehen. Das</p> | <p>So one day home office is also New Work, but is more for employee flexibility. Because we are all used to flexibility after the pandemic. Is more to be seen as flexibility, is more to be seen as a goody from the company to the employee. As an element of being an attractive employer. Just like a laptop, a car, a mobile phone whatever there is for the different professions. So a day home office is to be seen. Of course, that's very different than a</p> |

| | | | | |
|----|----------|----|---|--|
| | | | <p>ist natürlich ganz was anderes als eine 100% remote Work Strategie. Also das ist etwas, was wir eher sehen werden. Also wo auch unsere Firma offener gegenüber ist, dass man einen Tag von zuhause ausarbeitet. Wenn es nicht gerade der Sales-Bereich ist, sondern auch in anderen Bereichen, dass man gewisse Sachen leichter meistern kann. Also so sehe ich das.</p> | <p>100% remote work strategy. So that's something that we're more likely to see. So where also our company is more open to you working out a day from home. If it's not exactly the sales area, but also in other areas, that you can master certain things more easily. So that's how I see it.</p> |
| 13 | 00:11:29 | I | <p>Also einfach als Mitarbeiterbonus, so dass er zusätzliche Flexibilität hat für den Arbeitsalltag, um den Alltag zu organisieren.</p> | <p>So just as an employee bonus, so that he has additional flexibility for everyday work, to organize everyday life.</p> |
| 14 | 00:11:32 | C1 | <p>Genau Flexibilität und auch als Attraktiver Arbeitsgeber als flexibles Arbeitszeitmodell. Zum Beispiel Gleitzeit haben wir schon und die nächste Stufe ist eine Homeoffice Policy mit einen Tag Homeoffice. Und auch der muss geplant sein, damit die anderen das Wissen. Hat aber für mich nicht diese hohen Anforderungen, weil der Mitarbeiter, wenn er zuhause Ruhe hat, Dokumente mitnehmen, die er studieren muss und lesen muss und da braucht er nicht unbedingt einen Lötkolben oder ein Messgerät das ist einfach ein Tag. Für mich selber ist der Mittwoch, auch aus dem gleichen Grund, weil die Frau arbeitet und ich die Kinder in die Schule bringe und Mittagessen koche und nachher zur Oma bringe. Für mich ist das der E-Mail Tag. Da kommt keine Person in das Büro herein kein Mitarbeiter, die Entscheidungen brauchen. Sondern das ist ein reiner E-Mail Tag. Das muss man ganz klar Abgrenzen remote working vs. Homeoffice einen Tag, das wollte ich noch dazu sagen.</p> | <p>Exactly flexibility and also as an attractive employer as a flexible working time model. For example flexitime we already have and the next level is a home office policy with one day home office. And that also has to be planned so that the others know about it. But for me, it doesn't have these high requirements, because when the employee has peace and quiet at home, he can take documents with him that he has to study and read, and he doesn't necessarily need a soldering iron or a measuring device - that's just one day. For myself, Wednesday, also for the same reason, because the wife works and I take the kids to school and cook lunch and take them to grandma's house afterwards. For me, that's the email day. There's no person coming into the office no employee needing decisions. It's just an e-mail day. You have to clearly distinguish between remote working vs. home office one day, that's what I wanted to say.</p> |
| 15 | 00:12:41 | I | <p>Danke für die Klarstellung. Wie hat man im Unternehmen entschieden welches Remote Work Konzept am besten geeignet ist? Also 100% remote, teilweise Homeoffice oder flexibles Homeoffice?</p> | <p>Thank you for the clarification. How did you decide in the company which remote work concept is best? So 100% remote, partial home office or flexible home office?</p> |

| | | | | |
|----|----------|----|--|--|
| 16 | 00:13:01 | C1 | <p>Also bei uns, bei der Firma XXXXXX ist es eigentlich so, es gibt eine Homeoffice Policy und die besagt eigentlich momentan mehr oder weniger, dass der Vertrieb im Homeoffice arbeitet. Wenn er nicht in der näheren Umgebung des Headquarters wohnt und thats it. Also wir haben noch keine andere offizielle Homeoffice Policy. Es obliegt dem Vorgesetzten das er tageweise Homeoffice im Prinzip freigibt bei den Mitarbeitern. Und wenn man jetzt in den nochmal in den Vertrieb schauen, dann ist der Vertriebsnahebereich, der wo nicht umsatzmäßig gemessen wird. Wir haben Sales Support Techniker wo jetzt 100% im Homeoffice sind. Wir haben jetzt Techniker und Projektmanager, den XXXXXX der in Wiener Neustadt 100% im Homeoffice ist. Und da ist es eigentlich eher die Strategie für 100% remote working, bei uns von der physikalischen oder geographischen Lage geprägt. Das der Mitarbeiter viel unterwegs ist und darum in Ostösterreich sitzt und ostösterreichische Projekte macht. Oder, dass er eben das Knowhow hat das wir brauchen und in Salzburg in Mittel-Österreich sitzt aber 100% für uns arbeitet.</p> | <p>Well, at our company, at the company XXXXXX, it's actually like this, there is a home office policy and it actually says at the moment more or less that the sales department works in the home office. If he doesn't live in the immediate vicinity of the headquarters and thats it. So we don't have any other official home office policy yet. It's up to the supervisor to allow home office on a daily basis for the employees. And if you look now in the again in the sales, then the sales-related area, the one where is not measured in terms of sales. We have sales support technicians, they are now 100% are in the home office. We now have technicians and project managers, XXXXXX, who is 100% in the home office in Wiener Neustadt. And there it's actually rather the strategy for 100% remote working, in our case characterized by the physical or geographical location. That the employee is on the road a lot and therefore sits in Eastern Austria and does Eastern Austrian projects. Or that he has the know-how that we need and sits in Salzburg in Central Austria but works 100% for us. (00:14:25)</p> |
| 17 | 00:14:25 | C1 | <p>Und heute ist die Strategie eher so, Remote Work nur dann, wenn es auf Grund der geographischen Lage sinnvoll ist. Wir haben damals den XXXXXX in UK, der direkt bei XXXXXX Österreich angestellt war und in weiterer Folge bei XXXXXX UK. Weil wir in UK einen Techniker benötigt haben oder. Also aus der necessity heraus haben wir das Remote working eingeführt. Aber jetzt nicht, weil wir zu wenig Arbeitsplätze oder Tische in der Firma hätten. Sonst könnte man ja auch remote Work in Vorarlberg einführen. Mir ist jetzt kein Mitarbeiter bekannt, der nicht in Vertrieb ist, aber 100% im remote Office in Vorarlberg sitzt. Das ist mir jetzt nicht so geläufig.</p> | <p>And today the strategy is more like this, remote work only when it makes sense due to the geographical location. At that time we have the XXXXXX in the UK, who was directly employed by XXXXXX Austria and subsequently by XXXXXX UK. Because we needed a technician in the UK or. So out of necessity we introduced remote working. But not because we had too few workstations or desks in the company. Otherwise you could also introduce remote working in Vorarlberg. I don't know of any employee who is not in sales, but who works 100% remotely in Vorarlberg. I'm not that familiar with that.</p> |
| 18 | 00:15:11 | C1 | <p>Also die Strategie heute ist eher, wenn der Mitarbeiter Knowhow hat, das wir benötigen und nicht da sitzt oder das es die geographische Lage erfordert, das er im Bereich in der Region wo wir ihn benötigen.</p> | <p>So the strategy today is rather, if the employee has know-how that we need and is not sitting there or that the geographical location requires it, that he is in the area in the region where we need him.</p> |
| 19 | 00:15:24 | I | <p>OK, also im Moment ist es eine sehr individuelle Strategie auf Mitarbeiter bezogen und auf die</p> | <p>OK, so right now it's a very individual strategy based on employee and based on job description. So</p> |

| | | | | |
|----|----------|----|--|---|
| | | | Arbeitsplatzbeschreibung. Also das es Sinn macht, dass dieser Remote arbeitet. | that it makes sense for this remote to work. |
| 20 | 00:15:37 | C1 | Genau. So würde ich es sehen. | Exactly. That's the way I would look at it. |
| 21 | 00:15:40 | I | Wo siehst du die größten Hindernisse für eine Remote Strategie im Unternehmen oder Remote Work Konzepte im Unternehmen? | Where do you see the biggest barriers to a remote strategy in the company or remote work concepts in the company? |
| 22 | 00:15:53 | C1 | Also das eine ist sicher Vertrauen. Vertrauen kann immer ein Hindernis sein, weil ich muss, immer dem Mitarbeiter 100% vertrauen können. Das kann ein Hindernis sein. Das zweite Hindernis kann sein, dass es der Arbeitsplatz einfach nicht hergibt. Sprich wenn ich jetzt mitunter CAD-Konstrukteur bin und extrem kraftvolle PCs brauche und riesige Monitore, um das zu konstruieren. Also wenn es einfach vom Arbeitsmittel, das nicht hergibt, kann das eine Barriere sein. Was könnte denn noch eine Barriere sein für die Einführung, Arbeitsmittel, Vertrauen. | Well one is certainly trust. Trust can always be an obstacle because I have to, always trust the employee 100%. That can be an obstacle. The second obstacle can be that the workplace simply doesn't allow it. For example, if I am a CAD designer and need extremely powerful PCs and huge monitors in order to design. So if the work equipment simply doesn't allow it, that can be a barrier. What else can be a barrier to adoption, work equipment, trust. |
| 23 | 00:16:42 | I | Gibt es mitunter rechtliche Herausforderungen auf die man nicht eingehen will? Zum Beispiel mit dem Arbeitsplatz, Arbeitsschutz oder wie auch immer. Oder ähnliche Themen? | Are there sometimes legal challenges that you don't want to get into? For example, with the workplace, occupational health and safety or whatever. Or similar issues? |
| 24 | 00:16:53 | C1 | Ja richtig. Es gibt rechtliche Implikationen. Ich glaube da hat sich das recht eh schon angepasst. Das im Homeoffice auch ein Arbeitsunfall im Homeoffice als Arbeitsunfall anzusehen ist. Aber eine Barriere kann natürlich sein, wenn die Firma, glaube ich nach aktueller Gesetzes Lage. Muss die Firma, wenn jemand Homeoffice macht abhängig vom Land in dem er ist. Muss die Firma diesem Mitarbeiter etwas bezahlen für Strom und Heizung. Konkret weiß ich das in Belgien, da wäre der XXXXXX ein guter Interviewpartner, weil der hat viele Leute in remote work und der zahlt denen glaube ich 50€ pro Woche oder 150€. Wo er zahlen muss, weil die Leute im Homeoffice sind, gesetzlich. Weil sie den eigenen Strom benötigen und die eigene Heizung benötigen und den Haushalt im Prinzip abnutzen. Da gibt es von Land zu Land unterschiedliche rechtliche Rahmen Bedingungen und das kann natürlich auch eine Barriere sein. Weil wenn ich natürlich Homeoffice nur als Flexibilität, als Goody gegenüber dem Mitarbeiter sehe und | Yes, that's right. There are legal implications. I think the law has already adapted to that. That in the home office also a work accident in the home office is to be regarded as a work accident. But a barrier can be of course, if the company, I think according to current law situation. Does the company have to if someone does homeoffice depending on the country they are in. Does the company have to pay something to that employee for electricity and heating. Specifically I know that in Belgium, there would be the XXXXXX a good interview partner, because he has many people in remote work and he pays them I think 50€ per week or 150€. Where he has to pay because the people are in home office, by law. Because they need their own electricity and need their own heating and basically wear out the household. There are different legal framework conditions from country to country and of course that can be a barrier. Because if I see home office only as flexibility, as a goody for the employee, and I have to pay for it. Then it will be an exciting |

| | | | | |
|----|----------|----|--|--|
| | | | <p>das auch noch zahlen muss. Dann wird das eine spannende Geschichte gerade mal in Österreich. Ob das Goody und das, was ich zahlen muss auch wieder Sachbezugsfällig wird, sprich nicht das der Mitarbeiter auch noch zusätzlich Steuern zahlen muss. Das müsste man sich genauer anschauen ob es richtig rechtliche Gesetzliche Barrieren gibt es da mitunter auch noch.</p> | <p>story, especially in Austria. Whether the goody and what I have to pay will also be subject to payment in kind, i.e. whether the employee will not have to pay additional taxes. This would have to be looked at more closely to see if there are any legal barriers.</p> |
| 25 | 00:18:29 | I | <p>Und wie könnte man mit diesen Hindernissen umgehen?. Also braucht es da externe Berater? Oder gibt es...?</p> | <p>And how could you deal with these barriers?. So do you need external consultants? Or are there...?</p> |
| 26 | 00:18:37 | C1 | <p>Also ich glaub in der in der Gruppe. In der XXXXXX XXXXXX Gruppe ist da XXXXXX Headquarter nimmt da eine Vorbild/ Vorreiterfunktion ein. Es gibt ein 30-seitiges spanisches Dokument. Das kann ich dir zur Verfügung stellen. Das ist die Homeoffice Policy. Da ist das alles niedergeschrieben. Ich glaube, das ist ganz wichtiges Thema. 30 Seiten und nur die Homeoffice Policy von XXXXXX Headquarter definiert ist. Also es braucht ein Regelwerk, das die Mitarbeiter einsehen können, lesen können auch unterschreiben müssen, dass dann für alle Mitarbeiter gleichermaßen gilt</p> | <p>Well I think in the in the group. In the XXXXXX XXXXXX Group there is XXXXXX Headquarter takes a role model/ pioneering role there. There is a 30-page Spanish document. I can make it available to you. This is the home office policy. It's all written down there. I think this is a very important topic. 30 pages and only the Homeoffice Policy of XXXXXX Headquarter is defined. So there needs to be a set of rules that the employees can see, can read and also have to sign, that then applies to all employees equally.</p> |
| 27 | 00:19:25 | C1 | <p>Ich glaube, das ist ganz wichtig, dass es da ein Regelwerk gibt und dann erledigt sich vieles von selbst, weil was die Pandemie gezeigt hat, wo jeder die Möglichkeit hatte Homeoffice zu machen hat die Pandemie ganz klar gezeigt wer sind denn die Personen, die Intrinsisch motiviert sind und aus eigenem Antrieb sich dann Arbeitstag gestalten können? Und wer sind die Personen für die andere Leute in den Arbeitsalltag gestalten müssen und die Aufgaben übertragen, die dann abgearbeitet werden. Es gibt aber auch eine Firma auch gute Beispiele wenn ich eine Vertriebsinnendienst denke, ja die wirklich froh waren, dass sie aus dem Homeoffice wieder zurückkommen. Zu klaren Arbeitszeiten, weil die sind natürlich getriggert vom ERP System,</p> | <p>I think it's very important that there is a set of rules and then a lot of things will take care of themselves, because what the pandemic has shown, where everyone had the opportunity to do home office, the pandemic has shown very clearly who are the people who are intrinsically motivated and can then organize their working day on their own initiative? And who are the people for whom other people have to design the workday and transfer the tasks that are then processed. There is however also a company also good examples if I think a sales internal service, yes the really were glad that they come back from the home office again. To clear working hours, because they are of course triggered by the ERP system, by the AX of the order processing. And this trigger, with</p> |

| | | | | |
|----|----------|----|---|---|
| | | | <p>von der AX von der Auftragsbearbeitung. Und dieser Trigger, mit einem weltweiten Netzwerk, wo wir haben über alle Zeitzonen der hört nie auf. Das heißt es kommen auch am acht am Abend neue Bestellungen herein und der VID ist so programmiert, dass sie bis Arbeitsende die Bestellung abarbeiten wollen. Jetzt im Homeoffice geht, das nicht mehr und die waren jetzt also wirklich froh, mitunter auch gute Interviewpartner, die XXXXXX, die waren wirklich froh, dass sie wieder im Büro waren, dass sie einfach 8 bis 5 ihre Arbeitszeiten haben und danach auch noch Freizeit. Weil sie eben mit denen nicht umgehen können, dass auf der AX 24 7 Bestellungen reinkommen und Arbeit angeschafft wird und sie natürlich gewohnt waren, einfach an eight till five Job, wo sie das einfach abarbeiten und irgendwann fertig ist, aber zu Hause ist nicht fertig.</p> | <p>a worldwide network where we have all time zones, never stops. This means that even at eight in the evening, new orders come in and the VID is programmed in such a way that they want to process the order by the end of the working day. Now in the home office, that's no longer possible, and they were really happy, sometimes also good interview partners, XXXXXX, who were really happy that they were back in the office, that they simply have 8 to 5 their working hours and then also free time. Because they just can't deal with those that on the AX 24 7 orders come in and work is acquired and they were of course used to just eight till five job where they just work it off and at some point it's done but at home it's not done.</p> |
| 28 | 00:21:14 | C1 | <p>Also ich empfehle XXXXXX zum Interview ganz spannende Ergebnisse dort. Aber eben jeder hatte mal die Möglichkeit, Homeoffice zu machen und mal herauszufinden, ob das was für ihn wäre oder nicht und ich glaube, da gibt es ganz viele, wo das für Sie herausgefunden haben, dass sie lieber im Büro sind. Aber natürlich gerne diese Flexibilität, diesen einen Tag Homeoffice hätten, aber nicht aufgrund des Remote Workings, sondern von der Flexibilität her. Weil das einfach Privatleben und Arbeitsleben, wenn es die Work Life Balance den Begriff jetzt gibt oder nicht manche sagen, es muss verschmelzen, andere Philosophien. Fakt ist einen Tag Flexibilität im Arbeitsalltag hilft ungemain die Motivation der Mitarbeiter aber auch um die Work Life Balance richtig bestreiten zu können.</p> | <p>So I recommend XXXXXX to the interview quite exciting results there. But everyone had the opportunity to work from home and find out whether that would be something for them or not, and I think there are a lot of people who found out that they prefer to be in the office. But of course they would like to have this flexibility, this one day home office, but not because of remote working, but because of the flexibility. Because that just private life and work life, if there is the work life balance the term now or not some say it has to merge, other philosophies. The fact is a day of flexibility in the workday helps tremendously the motivation of employees but also to be able to deny the work life balance properly.</p> |
| 29 | 00:22:03 | I | <p>Ein weiteres Problem im Homeoffice oder Remote Work Mitarbeiter könnte ja die Loyalität zum Unternehmen sein. Wie siehst du das oder was hättest du für Lösungsansätze für das Problem?</p> | <p>Another problem with home office or remote work employees could be loyalty to the company. How do you see that or what would you have for solutions to the problem?</p> |

| | | | | |
|----|----------|----|--|--|
| 30 | 00:22:23 | C1 | <p>Na ja die die Loyalität zum Unternehmen wie die hat ja auf der einen Seite mit Vertrauen zu tun, was ein ganz wichtiges Thema im Prinzip ist. Und die Loyalität zum Unternehmen denke ich muss immer gegeben sein, auch einen Tag Homeoffice machen, ob ich 100% Remote arbeite oder ob ich eigentlich 100% in der Firma sitze. Es wird auch Leute geben, die 100% in der Firma sitzen und nicht gerade loyal sind gegenüber der Firma. Das ist die Gaußsche Normalverteilung, da hat man immer irgendwelche Leute dieser Art auch im Büro. Also ich glaube, Loyalität muss immer gegeben sein. Ich glaube nicht, dass die Loyalität zur Firma abnimmt. Wenn jemand einen Tag im Homeoffice ist oder 100% Remote Worker ist, das denke ich nicht.</p> | <p>Well, loyalty to the company, on the one hand, has to do with trust, which is a very important issue in principle. And the loyalty to the company I think must always be given, you do a day home office, whether I work 100% remotely or whether I actually sit 100% in the company. There will also be people who sit 100% in the company and are not exactly loyal to the company. That's the Gaussian normal distribution, you always have some people of that type in the office as well. So I think loyalty always has to be there. I don't believe that loyalty to the company decreases. If someone is in the home office for a day or is 100% remote worker, I don't think so.</p> |
| 31 | 00:23:14 | I | <p>Gibt es spezielle Maßnahmen mit dem ja Loyalität verbessert werden könnte, oder was könnte man dagegen machen?</p> | <p>Are there any specific measures that could be taken to improve loyalty or what could be done about it?</p> |
| 32 | 00:23:25 | C1 | <p>Also Loyalität. Ich glaube Loyalität in Bezug auf Remote Work und Verbesserung dieser Loyalität ist eben genau das das Entgegenbringen des vollen Vertrauens. Wenn ich als Vorgesetzter den Mitarbeiter das volle Vertrauen schenke. Ja, ich kenne ja diese Leute und ich erlaube auch nur bestimmten Leuten 100% Remote Work zu machen und wie gesagt die die Leute wissen, dass ob das geht oder nicht. Ich habe da in London fast 4 Jahre 100% Remote Work gemacht, war einmal in der Woche im Office. Viel auf den Baustellen und mit den Vertriebsleuten und unterwegs.</p> | <p>So loyalty. I believe that loyalty in terms of remote work and improvement of this loyalty is precisely the giving of full trust. When I, as a supervisor, place my full trust in the employees. Yes, I know these people and I only allow certain people to do 100% remote work and as I said the people know that whether this is possible or not. I have done 100% remote work in London for almost 4 years, I was in the office once a week. A lot on the construction sites and with the sales people and on the road.</p> |
| 33 | 00:24:10 | C1 | <p>Und ich glaube, ich glaube, vielleicht ist es sogar so, dass dieses Loyalitätsproblem für Remote Worker ein kleineres ist, wie für die die permanent in der Firma sind. Weil der 100% Remote Worker, der hat ja auch keine Zeit und auch die Umgebungsbedingungen nicht vorhanden für den ganzen Gossip, an der an der Kaffeemaschine. Ja, sondern der, der hat eigentlich seine Arbeitszeit und widmet die 100% der der Sache der Arbeit. Und ich glaube sogar, dass die, dass die effektiver sind.</p> | <p>And I think, I think maybe it's even the case that this loyalty problem is a smaller one for remote workers than it is for those who are permanently in the company. Because the 100% remote worker doesn't have the time or the environmental conditions for all the gossip at the coffee machine. Yes, but the one who actually has his working time and devotes the 100% to the matter of work. And I even think that the, that the more effective.</p> |

| | | | | |
|----|----------|----|--|---|
| 34 | 00:24:48 | C1 | <p>Ja, aber nochmal, es muss der richtige Charakter sein, wir müssen intrinsisch motiviert sein und dann sollte die Loyalität eigentlich kein Problem sein. Aber Loyalität, zur Firma wenn man jetzt Faktoren wissen will, dann sind sicher der Vertrauensfaktor, der Flexibilitätsfaktor, dass ich, wenn ich vom Mitarbeiter Flexibilität verlange, diese Flexibilität als Firma auch dem Mitarbeiter gegenüber gebe. Das sind sicher jetzt, zwei wichtige Themen und ich glaube auch, dass es Arbeitsumfeld passt. Also ich glaube, ich muss, wenn Mitarbeiter im Homeoffice ist und er hat ein minderwertiges Arbeitssetup, dann ist es auch ein anderes Gefühl, von zuhause zu arbeiten. Wie wenn sich die Firma nicht scheute, die Kosten zu tragen und den Remotemitarbeiter ein perfektes Setup im Remote Office hinzustellen, wenn ich die Loyalität wahrscheinlich noch etwas höher.</p> | <p>Yes, but again, it has to be the right character, we have to be intrinsically motivated and then loyalty should not really be a problem. But loyalty, to the company if you want to know factors now, then certainly the trust factor, the flexibility factor, that if I demand flexibility from the employee, I also give this flexibility as a company to the employee. These are certainly now, two important issues and I also believe that it fits working environment. So I think I have to, if employee is in home office and he has inferior work setup, then it's also different feeling to work from home. Like if the company wasn't afraid to pay the cost and put the remote employee a perfect setup in the remote office, if I the loyalty is probably a little bit higher.</p> |
| 35 | 00:25:42 | I | <p>OK, vielen Dank. Kommen wir zum letzten Punkt, die Vorteile von Remote Arbeitsplätzen. Welche Vorteile siehst du für XXXXXX oder für generell Unternehmen, wenn sie ihre Remote Work Strategie verfolgen?</p> | <p>OK, thank you very much. Let's move on to the last point, the benefits of remote workstations. What benefits do you see for XXXXXX or for companies in general when they pursue their remote work strategy?</p> |
| 36 | 00:25:57 | C1 | <p>Also, das sind auf der einen Seite wollen Kostenersparnisse, weil ich erspare mir einen Arbeitsplatz in der Firma. Ich erspare mir mitunter Reisekosten, wenn der Mitarbeiter lokal dort sitzt, wo er benötigt wird. Der sind einmal zwei große Punkte, wo das wo das Headquarter angeht. Ich glaube, dass das ist für den Mitarbeiter damit Remote Work als Homeoffice sehen, ein Vorteil ist, dass er Motivierter ist, wenn er und loyaler ist, wenn es den Arbeitgeber vergleicht mit anderen Arbeitgebern, wo eine Homeoffice Policy haben. Jeder arbeitet, gern für einen attraktiven Arbeitgeber. Ich glaube, dort drinnen liegt auch ein Vorteil. Ich denke sich auch ein Vorteil, dass die Mitarbeiter im Homeoffice flexibler sind. Weil sie natürlich remote arbeiten und sich die Zeit natürlich auch noch nach Regeln frei einteilen können, ist der Mitarbeiter flexible. Sprich wenn der Handwerker am Nachmittag kommt und mal ein 2 Stunden nicht arbeitet, dann wird halt dafür am Abend gearbeitet oder weil der Mitarbeiter sich</p> | <p>Well, on the one hand, I want to save costs, because I don't need a workstation in the company. I sometimes save on travel costs if the employee is located locally where he or she is needed. The are once two big points where that where the headquarters is concerned. I think that is an advantage for the employee to see remote work as a home office, that he is more motivated when he is and more loyal when it compares the employer with other employers where have a home office policy. Everybody works, likes to work for an attractive employer. I think there is also an advantage in there. I think there is also an advantage that the employees are more flexible in the home office. Because they work remotely, of course, and can also freely divide their time according to rules, the employee is flexible. Say if the craftsman comes in the afternoon and times a 2 hours does not work, then is just worked for it in the evening or because the employee takes out this flexibility, he also brings this flexibility to the</p> |

| | | | | |
|----|----------|----|---|--|
| | | | <p>diese Flexibilität herausnimmt, bringt er auch gegenüber der Firma diese Flexibilität mit einem Sonntagabend mal irgendwo klemmt und mal schnell im Supportfall helfen muss. Ich glaube das ist die Hilfsbereitschaft größer, als wie bei jemandem der 8 till 5 Montag bis Freitag arbeitet und das Handy weggelegt. Weil einfach Arbeits- und Privatwelt verschmelzen. Wenn jeder jeden den Freiraum und die Flexibilität lässt, glaube ich, ist das ein Zugewinn für die Firma im Endeffekt, dass die Mitarbeiter mehr Einsatz zeigen, flexibel sind.</p> | <p>company with a Sunday evening times somewhere stuck and times quickly in the support case must help. I think that is the helpfulness greater than as with someone who works 8 till 5 Monday to Friday and the cell phone put away. Because simply work and private world merge. If everybody gives everybody the freedom and the flexibility, I think that's a gain for the company in the end, that the employees show more commitment, are flexible.</p> |
| 37 | 00:27:56 | I | <p>Könnte das Unternehmen auch von einem globalen Talentpool profitieren. Durch eine Remote Work Strategie?</p> | <p>Could the company also benefit from a global talent pool. By having a remote work strategy?</p> |
| 38 | 00:28:06 | C1 | <p>Natürlich. Natürlich also wir sehen das ja im Prinzip teilweise mit eigenen Schwesterunternehmen, und das jetzt Indien ist oder ob das jetzt Mitarbeiter sind, wo Remote sitzen ganz einfach, weil dort die qualifizierten Mitarbeiter sind, also gerade wenn man in den IT Sektor geht, gibt es jetzt andere Firmen wieder XXXXXX, die sich in Portugal ein IT Zentrum aufgebaut haben. Es gibt aber ganz viele Programmierer in Osteuropa haben, Remote Working. Also diese Talentpool, dass sie mir die Talente hole. Von dort, wo sie halt sitzen, meistens in Ballungszentren mit guten IT-Universitäten. Warum nicht. Die Voraussetzungen sind wieder die gleichen für dieses Remote Working, Vertrauen, ein guter Remote Working Arbeitsplatz und dass die Mitarbeiter mit dem umgehen können. Also das sie selbst motiviert sind das sind für mich ganz wichtige Themen.</p> | <p>Of course. Of course, so we see that in principle partly with our own sister companies, and that is now India or whether these are now employees where remote sit quite simply because there are the qualified employees, so especially if you go into the IT sector, there are now other companies again XXXXXX, which have built up an IT center in Portugal. But there are quite a lot of programmers in Eastern Europe have remote working. So this talent pool, that they fetch me the talents. From where they are located, mostly in metropolitan areas with good IT universities. Why not. The prerequisites are the same for this remote working, trust, a good remote working workplace and that the employees can handle it. So that they are self-motivated those are for me very important issues.</p> |
| 39 | 00:29:09 | C1 | <p>Aber nochmal ich glaube, dass er im Laufe im Laufe des Mitarbeiter Arbeitslebens. Jeder Mitarbeiter für sich weiß, insgeheim, kann er 100% von Zuhause arbeiten oder nicht? Da wird es im Zuge von der Diplomarbeit meine Befragung vielleicht auch gut von ein paar Mitarbeiter, welcher Mitarbeiter oder wieviel von 10 Mitarbeitern würden sie sich zutrauen 100% von zu Hause arbeiten, dass sie das wirklich wollen. Nicht weil die Firma</p> | <p>But again I think that over the course of the employees working life. Every employee for themselves knows, secretly, can they work 100% from home or not? There it becomes in the course of the thesis my questioning perhaps also well of a few coworkers, which coworker or how much of 10 coworkers would trust themselves 100% from at home to work that they really want that. Not because the company wants, but by themselves</p> |

| | | | | |
|----|----------|----|---|---|
| | | | will, sondern von sich aus wollen sie das oder wollen sie lieber die Flexibilität mit 1 - 2 Tage Homeoffice haben. Aber definitiv, um auf den Punkt zurückzukommen Talent Sourcing von dort, wo es das Talent gibt ist definitiv ein Thema und kann auch eine Strategie sein, warum Remote Working einführt. | they want that or they prefer to have the flexibility with 1 - 2 days home office. But definitely, coming back to the point talent sourcing from where the talent exists is definitely an issue and can also be a strategy why introduce remote working. |
| 40 | 00:30:01 | I | Würden sie konnten zuletzt eine Frage wie würden sich die Vorteile messen lassen? Wie Mitarbeiterzufriedenheit oder ja work Life Balance oder ähnliches? | Would they could lastly a question how would the benefits be measured? Like employee satisfaction or yes work life balance or something like that? |
| 41 | 00:30:10 | C1 | Also die lassen sich richtig über Mitarbeiterzufriedenheit im Zuge von Mitarbeitergesprächen natürlich messen. Die lassen sich aber messen, auch in den Kundenzufriedenheitsanalysen, wie erreichbar die entsprechenden Mitarbeiter sind. Dort kann man sicher auch einiges abfragen und dann vergleichen mit Szenarien, wo die Leute 100% im Büro sind. Und also dort ist das mal messbar. Und ich glaube einfach, wenn man irgendwie die Motivation des Mitarbeiters auch messen könnten, könnte oder herausfinden könnte, wäre es eigentlich so auch messbar wahrscheinlich ja. Eher das Mitarbeiter Gespräch also das werden so diese messbaren Themen, glaube ich. | Well those can be measured properly about employee satisfaction in the course of employee reviews of course. But they can also be measured in the customer satisfaction analyses, how accessible the respective employees are. There, you can certainly also query some things and then compare them with scenarios where people are 100% in the office. And that's where it can be measured. And I simply believe that if you could somehow measure the motivation of the employee or find out, it would actually be measurable, probably yes. Rather the employee conversation so that will be so these measurable topics, I think. |
| 42 | 00:31:15 | I | OK | OK |
| 43 | 00:31:16 | C1 | Ich glaube generell auch der, der der Positive weite in der Firma entsteht, wenn man eine Homeoffice Policy einführen würde, für alle Mitarbeiter mit klaren Regeln niedergeschrieben. Dass die Mitarbeiter auch wirklich stolz darauf sind, dass ihr Unternehmen, das liefert. Und im Gespräch mit anderen Mitarbeitern, das dann auch erzählt und dann wieder als attraktiver Arbeitgeber dasteht und den Mitarbeiter selbst natürlich. Als jemand der dasteht, der für einen attraktiven Arbeitgeber arbeitet. Ich glaube, das ist schon ganz vielschichtig diese Motivation ja. | I think generally also the one that the positive wide in the company would arise if you would introduce a home office policy, for all employees with clear rules written down. That the employees are also really proud that their company, that delivers. And in conversation with other employees, that then also tells and then again as an attractive employer stands there and the employee himself of course. As someone who stands there, who works for an attractive employer. I think that is already quite multilayered this motivation yes. |
| 44 | 00:31:52 | I | Dann vielen Dank | Well, thank you very much. |

Interview C2

| Row | Time-stamp | Speaker | English |
|-----|------------|---------|--|
| 1 | 00:00:06 | I | Thank you, XXXXXX, for joining me for the interview. We get to the first interview question. It's about what are your past or current experiences with remote work concepts? |
| 2 | 00:00:26 | C2 | Talking about remote work concept, for me, preliminary, I think about some places where I can fulfil my duty of work. So not necessarily limited to home office, but from anywhere in the world. That is what I understand under remote work. Our experience with remote work is that it's mainly limited to home office indeed. What we have in our company is since quite long time, I think it was 2016, that it dates back when we had the first official document allowing home office within our company. So it's quite common and it was not very difficult for us to go, for example, into lockdown situations during the pandemic |
| 3 | 00:01:36 | I | And how did you set up your current or past remote work concept? |
| 4 | 00:01:45 | C2 | There was, of course, the legal obligation when we are talking about Austria and they are especially Vorarlberg, where we have the headquarters. We fulfilled the legal obligations by working together with the workers council to create a Betriebsvereinbarung (Company agreement), which is legally binding for that. And within this Betriebsvereinbarung (Company agreement), we defined the framework of our possibilities that we offer our employees to work from home. So we implemented there, of course, the legal necessities, for example, defining the place of work, which is necessary to have the insurances and everything. We cannot say that it's allowed to work wherever you want because there might be some issues with insurances, whether one is a working accident or things like that. We defined the framework regarding how many days we allow, and of course, some details, for example, what to do if we need an employee back at the working place, but he has agreed to be in home office. So in a quite detailed manner. |
| 5 | 00:03:09 | I | So you only offer home office or remote work to Austrian employees or also in the surrounding areas like Swiss or Germany |
| 6 | 00:03:20 | C2 | We offer, of course, also the possibility to work from home, also to our employees from abroad. But always considering the legal boundaries that we have, for example, for the German employees when they are a Grenzgänger (Cross Border Commuter), so in the border area for those, it is only allowed to work certain percentage in the home office to keep the status of being a cross border commuter. With the Swiss, we do not have such regulations, but of course, the legal boundaries are quite tough when it comes to remote work in the way that I consider it. So working from everywhere you want. |
| 7 | 00:04:14 | I | How did you provide your employees the necessary tools and how to manage the access to information to do their work when they're in home office? |
| 8 | 00:04:25 | C2 | It's common procedure. So employees that are... Let me say it like this, employees who can, according to their work content, who can work from home, have all the equipment. So for example, someone working in the office area has a notebook, has a VPN access. And so actually, it is standard equipment since quite a long time, which we had in the company. People in the office area often have cell phones, mobile phones, and we also have the tools, for example, we're working, we I worked formerly with Skype and since a long time now with Teams. The tools are available for the people that are in general, which have the ability regarding the work content to work from anywhere. |
| 9 | 00:05:32 | I | Okay. So it's limited to which job can participate in the remote. For example, hardware development is not easy to set it up or? |

| | | | |
|----|----------|----|--|
| 10 | 00:05:45 | C2 | Exactly. There are, of course, some positions or functions which are per se not possible to perform from somewhere else. You mentioned, of course, the R&D area, which is one part of that. So if you work in a lab and you need to perform testing with our test equipment and things like that, then it's simply not possible. And of course, in the operations area when you are working in a direct labour area, so it's not possible. So there is some difference in the ability to perform the duty from out of the normal workplace. |
| 11 | 00:06:33 | I | Okay. Do you have observed any changes when they... So how do you measure? Do you measure, do you have some measurements in place to evaluate your remote work strategy or policy? |
| 12 | 00:07:00 | C2 | What exactly. Do you mean? |
| 13 | 00:07:01 | I | Do you have some metrics where you evaluate the participants of remote work? |
| 14 | 00:07:14 | C2 | Yes, we can, of course, evaluate. We can count the spent days or hours in, for example, let's stay with home office because, of course, according to law, it is necessary to do the time, the clock in and clock out, and to say whether you are in home office or in the premises. So that is countable. I do not do it on a regular basis because it has no benefit for me. So it's not really there? No. |
| 15 | 00:07:59 | I | Okay. Was there any changes required for your organisations to switch to home office or to home office policy that was accepted in your organisation? |
| 16 | 00:08:19 | C2 | As it is a fact that we have it since many years, it was common procedure, to be honest. What was rather hard to fulfill, especially during the pandemic, is the topic with the cross border commuters to have this aligned with the regulations and to be up to date to the regulations. But yeah, actually there was not a big change. What was of course the question is to have the equipment, for example, the screen. Not everyone has at home a big screen. So people took it from the office to home or a good chair because not everyone has a fully equipped office at home. |
| 17 | 00:09:18 | I | It was more a challenge to set up the working place at home than the processes how to work from home. |
| 18 | 00:09:25 | C2 | Yes, exactly. That is well said. |
| 19 | 00:09:30 | I | Great. Then we can already jump to the next point. What were the main reasons for a remote work strategy that you have set it up already in 2016? |
| 20 | 00:09:42 | C2 | Well, it was a question of employer branding, of course. And at that time, it was some kind of a USP (Unique Selling Point) that we had because it was, especially here in the. |
| 21 | 00:10:00 | C2 | Region. I think it was not that common so that everyone could do this. I think the whole group was a pioneer there. That was the way that I perceived it. So it was mainly a kind of a employer branding question. |
| 22 | 00:10:24 | I | Did you consider any factors for developing remote work strategy? |
| 23 | 00:10:31 | C2 | Yes, of course, the legal boundaries. That is always the first thought of considering it and how to do it. Then, of course, aligning with the workers' council because as I said, the Betriebsvereinbarung (collective bargaining agreement) is necessary and there is always a negotiation around it. Then, of course, the topic of insurance coverage, those from my point of view were the main things and of course, to which extent? Because at that time, it was not foreseeable that it would be extended on that way. At that time, we talked about two days in a month and not even one day in a week because it was also not requested from the employees. Now it is, of course, something different. Now people request this. |
| 24 | 00:11:36 | I | What factor did you not consider for developing a remote strategy? |
| 25 | 00:11:46 | C2 | I do not miss anything now. I think we have considered all. At least I do not remember what could we have. |

| | | | |
|----|----------|----|---|
| 26 | 00:11:55 | I | That's also great. |
| 27 | 00:11:56 | C2 | I think it was quite good. |
| 28 | 00:12:01 | I | Okay. How did you decide which remote work concept suited best for your company? Just one day home office or once in a month or just on special occasions to get the ability for additional flexibility to your employees? |
| 29 | 00:12:24 | C2 | What we thought of is balancing what could be foreseen as a need from the employees and on the other side to limit the administrative effort behind it. As we have quite a lot of employees here. That was the reason why we decided to go for a two ways strategy. Thinking on the one hand towards the performing homework on a regular basis, which needs an agreement, a written agreement, and the other option, doing home office on ad hoc basis, which does not need a written agreement, but can be aligned between manager and employee. Those were the things that we tried to balance. Administrative effort versus positive effects for the employees. |
| 30 | 00:13:34 | I | What steps would you take to ensure the success of your remote work strategy or policy? |
| 31 | 00:13:43 | C2 | I think we have done all necessary steps. We have considered the legal framework, we have done a written agreement, we have done the communication. We are reviewing it on a regular basis. We cannot change the legal boundaries that are when we are thinking about remote work. I think we have done all that was necessary to do. |
| 32 | 00:14:12 | I | Did you also consider remote first, or that employees can work from everywhere in the world or... |
| 33 | 00:14:22 | I | After the Pandemic now?. |
| 34 | 00:14:23 | C2 | yes, that is a very nice idea. And this is, of course, also it's quite hype now. It is a little bit hyped. Let me say it like this. Actually, it is simply not possible. When we are talking about legal regulations, even within the European Community, and I'm not talking about working doing with UK or something. Even within the European Community, it is simply not possible because the law does not allow that you as an employee work from at any time from anywhere. It's simply not allowed. It's nice, but not possible. |
| 35 | 00:15:16 | I | Did you also consider now after the pandemic, work holidays or work holidays for you in place? Did you allow it or was in the same category? |
| 36 | 00:15:29 | C2 | You mean workation? |
| 37 | 00:15:31 | I | Yeah, workation. Exactly. |
| 38 | 00:15:33 | C2 | Nice. Very nice idea. I'm sitting at the beach and doing work. What if an accident happens? Is it a work accident? Do you have an address? Do you clock in, clock out, which is absolutely necessary when we're talking about labour law regulations. Nice idea, but it's also, as I said before, it goes into the same direction. It is either not allowed by law and it is, from my point of view, not possible. |
| 39 | 00:16:08 | I | Okay, cool. Then we are already getting into the next topic, barriers. What are the most significant barriers for remote work in your company? Not legal boundaries, but maybe organizational or employees itself when there's resistance to it. |

| | | | |
|----|----------|----|---|
| 40 | 00:16:33 | C2 | Actually, it is a question of trust from my point of view. It is a question of managerial capabilities. So whether I am a leader and I can lead over distance or not. Regarding the question of trust, it is something that you need to consider as a leader by yourself. So do I trust that my employee is able to deliver output in the case that I cannot control the input? I think that it is not to the full extent within our culture, within our DNA. And I even do not think that it's necessarily in the DNA of our region to have this trust because it might be that one could think that you only work when you are sweating and dirty. Let me say it like this. This is a little bit how the Vorarlberger thinks. Yeah. So coming back to the question within the company, I think balancing between leaders who have the trust and say, Okay, I trust that you bring the output, even if I do not see what input you give, and the others who say, I only trust that you work when I can see you eye to eye, and when I can control when you are drinking your coffee and not. |
| 41 | 00:18:40 | C2 | I think that is the main point. |
| 42 | 00:18:45 | I | Do you think the behavior or the build up trust between management and employees could be improved, or how could it be improved? |
| 43 | 00:18:56 | C2 | I think that it always can be improved. The question of how is going into work and coaching with the leaders and finding a way to prove that you can also be effective and efficient even if you are not from nine to five on your desk. |
| 44 | 00:19:29 | I | We already talked about legal challenges for remote work. How was the process with dealing with them? Was it quite tiresome or how have you dealt with them? |
| 45 | 00:19:46 | C2 | Well, we had to consider them. We cannot negotiate such things. We have to consider and of course, we have to be compliant with them. |
| 46 | 00:20:04 | I | Did you need external advice or consultancy about these topics, or had you the capabilities internal? |
| 47 | 00:20:17 | C2 | Of course, in building up the whole framework and the documents and everything, we had, of course, external support. We are part of the electro and the electronic industry. There was support from the Fachverband. Of course, from the Wirtschaftskammer, they offer also legal advice. The regulations from the are always quite clear. |
| 48 | 00:20:50 | I | At the time. So we have... So, Austria has a good basis for consulting to get the information to your company regarding these issues? |
| 49 | 00:21:02 | C2 | Yes. Especially due to the experiences that have been made during the pandemic. I think this even improved. |
| 50 | 00:21:14 | I | You mentioned that employees management, some type of management, they want to control the employee, what they do, or have a feeling of control over them. Do you think there could be a different performance measurement of the remote employees or employees when they work independently? |
| 51 | 00:21:42 | C2 | This is an interesting question. The question behind it would be what is performance? Is an employee performing or do I evaluate performance as the way to come to the result, or is performance measurement for me the result? And I think that is the fundamental question when we are talking about I do not see my employees every day from nine to five. So actually it is the only possibility for me to evaluate the result because I do not see the way how they do it or the way they show. But what I think is a change in the whole performance management process with all these experiences that we had is to really rethink the whole performance management process. So going into a way of more, let me say, iterative performance management, to do more milestone checks, maybe going into a direction of OKR (Objectives and Key Results) or something like that, perform a more agile approach to have more mid term evaluation points where I can check the result, which is for me then the performance indication. So I think that has changed or that needs to be adapted much more in the future with the experiences that we had. |

| | | | |
|----|----------|----|---|
| 52 | 00:23:29 | I | I think we can jump to the last point. Perceived advantages. What advantages could the remote work strategy offer to your company? |
| 53 | 00:23:45 | C2 | Of course, it's the whole topic of talent attraction. It is a must to offer something nowadays. Of course, it is not possible to fulfill everything that is in the heads of our future talent, but it is talent attraction. It has to do with retention. It has to do with the relationship between the employee and the manager. From my point of view, showing a flexibility, of course, with all common sense that is needed behind it, but offering a flexible working concept, and I prefer that more than remote working concept, so really flexible working concept taking into consideration in which life face every individual is, I think that is one of the most important benefits that we can gain some shares out of that. |
| 54 | 00:24:59 | I | Okay. So you mentioned talent, attraction, and retaining. Would you mean also there is 100 % remote positions like you hire an expert about LED, for example, from France, and he's only employed in France and works from there for you? |
| 55 | 00:25:24 | C2 | Yes. If there is a legal possibility to do this, then I think it's possible. We have some cases where people work for global positions, from Munich, for example. And we also have this working together over distance between teams. So we have, for example, an R&D team in Serbian, and they are working for a manager here in Dornbirn. So this is a quite common practice. So if it's somehow possible, of course, this could be a very good benefit in the field of talent attraction. With, of course, with the aspects that need to be considered when it comes to missing social connections and the bonding between employee and employer. Because you are, of course, doing full remote work means, from my point of view, that the employee and the employer is somehow exchangeable because the social bonding between them and the feelings and the relationship is missing. So it's linked to simple output. And if I measure an employee only on the output, then I do not care who is delivering this because the result is the only thing that is important for me. And from the view of an employee also. So if I can work fully from home, I do not care who is paying my salary. |
| 56 | 00:27:33 | I | There's a missing loyalty or engagement, maybe. |
| 57 | 00:27:37 | C2 | Yes. And this needs, of course, extra effort to have this. |
| 58 | 00:27:44 | I | So it would need additional steps from his manager or leader to keep him engaged with the company and also loyal that he keeps working. |
| 59 | 00:27:53 | C2 | Yes, absolutely. And I think it really needs also some additional training effort for the managers to go into this, not only managing over distance, but really being a leader over distance. |
| 60 | 00:28:14 | I | We talked about the advantages. You talked already about the advantages. So you see the flexibility remote work concepts can offer to employees the biggest advantage to the employees, not that they can work from home, but the flexibility. For example, for childcare at home or bringing kids to school. |
| 61 | 00:28:38 | C2 | Yeah. And with this saving time. Because it's not necessary to drive somewhere and it's easier to handle. I think that is one of the most important steps. Also this balancing between my private needs and the professional needs. |
| 62 | 00:29:04 | I | Do you think about how these advantages could be measured for the employees? |
| 63 | 00:29:14 | C2 | Not yet, but maybe I have to. |
| 64 | 00:29:17 | I | For example, the net promot score of the company is increasing, or customer satisfaction when the employees are more engaged with them because they're more motivated when they have the flexibility to work from? Yeah, have the flexibility. |

| | | | |
|----|----------|----|---|
| 65 | 00:29:35 | C2 | <p>Yeah, of course, there are some possibilities to measure. I think the... So how do I see if it works? You can see it in, as you said, in a net promot score, you can see it in a commitment rate, you can see it in a retention rate fluctuation. I doubt if this really can be limited or directly linked to the possibility of offering flexible working solutions. I think it's more one part of it that pays into a positive result of that. But I think there are too many influencers paying into, for example, a positive commitment or high commitment scale. Then you have a high commitment scale and there you even do not know if it's effective or some other commitment. I think it's quite difficult. It can give some indications, I think, but the best would be to really make surveys and sounding boards or pulse checks going directly into that topic.</p> |
| 66 | 00:31:06 | I | <p>Okay. So that's it. That was the last question of the interview. Okay. I say thank you for being part of it. And I stop now the transcription.</p> |

Interview C3

| Row | Time-stamp | Speaker | German | English - Translation |
|-----|------------|---------|--|--|
| 1 | 00:00:05 | I | Ja danke XXXXXX, dass du an diesem Interview teilnimmst. Kommen wir zur ersten Frage. Welche Erfahrungen hast du in der Vergangenheit oder aktuell mit Remote Work Konzepten gemacht? | Yes thank you XXXXXX for participating in this interview. Let's move on to the first question. What experiences have you had in the past or currently with remote work concepts? |
| 2 | 00:00:19 | C3 | Also grundsätzlich ja. Positive Erfahrungen, es ist natürlich sehr, sehr individuell. Um welche Arbeit es geht und was das für ein Job ist, um jetzt dann in der Firma sein muss und einen wirklichen Austausch braucht oder ob das jetzt im Produktions nahen Umfeld ist oder ob das reine Office Tätigkeiten sind. Das ist da sehr stark zu differenzieren, ob es jetzt gut oder weniger gut funktioniert. Aber, Also persönlich bevorzuge ich es natürlich in der Firma zu sein, bei den Leuten zu sein, direkt zu kommunizieren, miteinander im Meetingraum zu sein und miteinander zu interagieren. Das finde ich dann wertvoller als über Teams. Es ist ein super Tool, das ganze Remote, aber das ist auch ein gewisser Austausch, wo dann wo dann nicht stattfindet, wo wir dann im persönlichen Kontakt, der wird einfach, speziell wenn ein Teil der Mannschaft hier ist und Teil der Mannschaft nicht hier ist und oder ganz an anderen Standorten ist und trotzdem miteinander arbeiten müssen. Und das sind paar so Punkte dafür und die Vor und Nachteile haben. | So basically yes. Positive experiences, it is of course very, very individual. What kind of work it is and what kind of job it is, whether you have to be in the company and need a real exchange or whether it is in the production environment or whether it is purely office work. That is to be differentiated there very strongly whether it functions now well or less well. But personally, of course, I prefer to be in the company, to be with the people, to communicate directly, to be in the meeting room and to interact with each other. So I find that more valuable than through teams. It's a super tool the whole remote, but that's also a certain exchange where then where then doesn't take place, where we then in personal contact, that becomes easy, especially when part of the team is here and part of the team is not here and or is completely at other locations and still have to work with each other. And these are a few so points for it and that have advantages and disadvantages. |
| 3 | 00:01:27 | I | Also du bevorzugst also bevorzugt, aber es fehlt einfach Informationen, so zum Beispiel eben die Mimik, Gestik, wenn man im Meeting sitzt oder in einer Besprechung oder wenn man einfach kommuniziert übers Telefon, über Teams. Das fehlt einfach, wenn man remote arbeitet. | So you prefer, but there is simply a lack of information, for example, the facial expressions, gestures, when you are sitting in a meeting or in a meeting or when you simply communicate via telephone, via teams. That is simply missing when you work remotely. |
| 4 | 00:01:43 | C3 | Genau. Und ist halt, speziell wenn ein Teil vom Team hier ist und ein Teil von dem Remote vom anderen Standort ist fehlt der Austausch, was sonst täglich so zwischendurch passiert, wo man dann über den Tisch drüber redet oder an dem Kaffeeautomat sich unterhält oder in der Kantine nach dem Mittagessen sich unterhält und zusammen sind. Die Sachen fehlen | Exactly. And it's just that, especially when part of the team is here and part of the team is remote from the other location, there is a lack of exchange, which otherwise happens every day in between, where people talk about it over the table or talk to each other at the coffee machine or talk to each other in the cafeteria after lunch and are together. These |

| | | | | |
|----|----------|----|---|--|
| | | | halt dann wenn die Leute nur remote sind oder wirklich Gruppen partiell hier sind und da partiell remote sind und miteinander interagieren müssen. Das sind so Sachen wo Informationen, wo halt verloren gehen durch das. | things are missing when people are only remote or are really partially here, groups are partially remote and have to interact with each other. These are things where information is lost because of that. |
| 5 | 00:02:16 | I | Gibt es bei euch aktuell ein Remote Work Konzept wie Home Office oder ein Home Office Tag oder Spezialistenstellen, wo 100 % remote arbeiten? | Do you currently have a remote work concept like home office or a home office day or specialist positions where 100% work remotely? |
| 6 | 00:02:30 | C3 | Also bei uns ist es eigentlich so, dass man also remote ist, aktuell sind sehr, sehr wenige. Es wurde angeboten, dass die Mitarbeiter ein Tag in der Woche remote machen können, aber es wird eigentlich recht wenig angenommen. Es gibt welche, wo mit einen weiteren Arbeitsweg haben den und den Nutzen jetzt gerade zum Beispiel an einem Freitag wodurch können teilweise ganze Arbeitstage ich sage es aber nur bis Mittag bis 14:00. Wenn du dann zwei Stunden im Auto sitzen für vier fünf Stunden arbeiten, dann nutzen sie es gerne an einem Freitag, wenn sie weit entfernt sind. Aber generell wurde das Angebot für Home Office eigentlich recht wenig genutzt. Also die Leute sind wirklich lieber im Unternehmen, als wie dann zu Hause. | So with us it is actually so that there are currently remote are very, very few. It was offered that the employees can make a day in the week remote, but it is actually quite little accepted. There are some where they have a further work route and the benefit now just for example on a Friday whereby can partly whole working days I say it but only until noon to 14:00. If you are then two hours in the car sit for four five hours work, then they like to use it on a Friday when they are far away. But in general, the offer for home office was actually quite little used. So people really prefer to be at the company than like then at home. |
| 7 | 00:03:09 | I | Also derzeit ist es wirklich nur für zusätzliche Flexibilität Mitarbeiter gerade am Freitag, dass dieser eine Zeitersparnis hat. | So currently it's really just for additional flexibility employees just on Friday that this has a time savings. |
| 8 | 00:03:18 | C3 | Genau | Exactly |
| 9 | 00:03:21 | I | Bei den Mitarbeitern, die vom Home Office aus arbeiten, sind die irgendwie speziellen Jobs gebunden, wie zum Beispiel Vertrieb oder haben die administrative Tätigkeiten oder können es grundsätzlich alle Mitarbeiter? | For the employees who work from the home office, are they somehow tied to specific jobs, like sales or have they administrative activities or can all employees basically do it? |
| 10 | 00:03:38 | C3 | Es wurde es nicht eine großartig eingeschränkt, aber natürlich ein Mitarbeiter wo natürlich irgendwo an der Werkbank arbeiten, oder muss an einer Maschine zusammenarbeiten. Dem kann ich kein Homeoffice dahingehend anbieten. In gewissermaßen eingeschränkt. Es gibt immer etwas Paperwork, also etwas Administratives zu tun, aber das ist dahingehend gewissermaßen eingeschränkt. Bei uns ist es jetzt gerade, bei XXXXXX ja so, dass der Großteil eigentlich dann | It wasn't really limited by a great, but of course an employee where of course work somewhere at the workbench must work together at a machine. I can't offer him a home office in that respect. Restricted to a certain extent. There is always some paperwork, something administrative to do, but that is limited to a certain extent. At XXXXXX, the majority of employees are actually in sales, development, etc., and of course some of them are |

| | | | | |
|----|----------|----|--|---|
| | | | also im Vertrieb sind, in der Entwicklung sind usw. und natürlich auch ein Teil davon, wofür Maschinen und Anlagen zuständig sind, also auch im Wartungsbereich da kann man es nur bedingt anbieten. | responsible for machines and systems, including in the maintenance area, where it can only be offered to a limited extent. |
| 11 | 00:04:11 | I | Und wie habt ihr das so technisch geregelt, dass die Mitarbeiter im Home Office Zugänge haben oder auch Zugriff zu den internen Ressourcen? Oder Prozesse, auch das sie da teilhaben können. Gab es da irgendwelche Veränderungen der Organisation oder? | And how have you arranged that technically, so that the employees in the home office have access or also access to the internal resources? Or processes, so that they can also participate. Have there been any changes to the organization? |
| 12 | 00:04:33 | C3 | Ist schwer zu beurteilen, wie es vorher war, bevor ich hergekommen bin. Aber natürlich bedingt dann auch ein Remote zugriffen, VPN Zugriff auf das das Thema Equipment, sondern es gibt auch die Möglichkeit, es den Mitarbeitern für das Homeoffice es dann sagen die kriegen dann auch dann eine Dockingstation gestellt die kriegen einen Bildschirm gestellt, können das quasi dann dann auch von uns beziehen, damit sie zu Hause auch einen ansprechenden Arbeitsplatz haben, noch gut arbeiten können und nicht nur an einem kleinen Laptop und dann entsprechend große Excel Tabellen und Datenbanken pflegen zu müssen. Und das ist bieten wir ja jetzt nicht, also keinen höhenverstellbaren Tisch für zu Hause. Aber sonst generell. Was die IT hier anbelangt, wird es natürlich zur Verfügung gestellt. | It's hard to judge how it was before I came here. But of course, remote access, VPN access to the equipment is also a prerequisite, but there is also the possibility of providing it to the employees for the home office. They will then also be provided with a docking station, they will be provided with a screen, and they can then also obtain it from us, so to speak, so that they also have an attractive workplace at home and can still work well and not just on a small laptop and then have to maintain correspondingly large Excel tables and databases. And that's not what we offer now, so no height-adjustable table for home. But otherwise in general. As far as the IT here is concerned, it's provided, of course. |
| 13 | 00:05:11 | I | Aber es gibt. Gab es irgendwelche Veränderungsprozesse im Unternehmen, damit Homeoffice möglich wurde? Oder war es einfach? Man hat gesehen, es hat funktioniert während der Pandemie. Warum jetzt nicht auch? | But there is. Were there any change processes in the company to make home office possible? Or was it easy? You saw it worked during the pandemic. Why not now, too? |
| 14 | 00:05:27 | C3 | Ja so seit Pandemie und jetzt gab es das eine zusätzliche Veränderung. Grundsätzlich also was was die Rahmenbedingungen anbelangt wurde es da was ich jetzt weiß was was die Firma XXXXXX anbelangt eigentlich nichts geändert. | Yes so since Pandemie and now there was that an additional change. Basically, so what concerns the framework, it was what I now know what concerns the Firma XXXXXX actually nothing changed. |
| 15 | 00:05:42 | I | Gibt es derzeit irgendein System wo die Remote Strategie misst oder. Läuft die einfach. | Is there currently any system where the remote strategy measures or. Does the simply run. |

| | | | | |
|----|----------|----|---|---|
| 16 | 00:05:52 | C3 | Hm. Also es gibt wenige Mitarbeiter, wo das nutzen. Klar, die Mitarbeiter bei uns im Homeoffice müssen die das auch also im PDM System Zeiterfassung System dann auch einsagen, dass sie Homeoffice machen und damit ist auch geregelt, also dargestellt ist. Weil damit wir wissen, sind sie hier oder sind sie nicht hier. Auch als Sicherheitsaspekt im sondern Fall, man alles evakuieren müsste. Dann wissen wir wer, welche Leute sind onsite und welche nicht. Und das ist es wo wir es auswerten könnte. Aber es sind ja generell recht wenig wo das nutzen und die Zahl kann ich jetzt gar nicht nennen. | Hm. So there are few employees who use it. Of course, the employees in our home office also have to say in the PDM system time recording system that they are doing home office and that is also regulated, so it is shown. Because we know that they are here, they are not here. Also as a safety aspect in case but one would have to evacuate everything. Then we know who, which people are onsite and which are not. And that's where we could evaluate it. But there are generally very few people who use it, and I can't even give you a number right now. |
| 17 | 00:06:30 | I | Ja, dann können wir eh schon zum nächsten Punkt gehen. Was waren die Hauptgründe zum Home Office einführen? Bei euch. | Yes, then we can move on to the next point anyway. What were the main reasons for introducing a home office? For you. |
| 18 | 00:06:40 | C3 | Gern. Es war wirklich ein Maß an Flexibilität für viele Mitarbeiter, dass sie auch die Möglichkeit haben, einen Tag von zu Hause aus zuarbeiten, um damit sie für sich mehr Flexibilität haben. Und es gab es keinen unternehmerischen Bedarf, um sagen okay es muss so sein, dass Leute im Homeoffice sind bei mir zu wenig Arbeitsplätze haben oder wird es dann bevorzugen. Also grundsätzlich bevorzugt wird schon, dass das die Leute im Unternehmen sind und direkt interagieren. | Gladly. It was really a measure of flexibility for many employees that they also have the option to work from home one day so that they have more flexibility for themselves. And there was no corporate need to say okay it must be so that people in the home office are with me too few jobs have or will prefer it then. So basically it is preferred that the people are in the company and interact directly. |
| 19 | 00:07:11 | I | Gab es irgendwelche Faktoren, die bei der Einführung berücksichtigt wurden? So zum Beispiel rechtliche Aspekte oder unternehmerische Aspekte. | Were there any factors that were taken into account during the implementation? For example, legal aspects or business aspects. |
| 20 | 00:07:28 | C3 | Das kann ich jetzt ehrlich gesagt, das Rechtliche weiß ich jetzt gar nicht, ob da irgendwas noch spezifisch noch geprüft wurde. Das wurde dann abgeglichen, ob es da irgendwelche Einschränkungen gibt. Aber da kann ich jetzt ehrlich gesagt gar nicht sagen. | To be honest, I don't even know what the legal aspects are, whether anything was specifically checked. This was then compared to see if there are any restrictions. But I honestly can't say at all. |
| 21 | 00:07:43 | I | Wie haben Sie entschieden, welches Remote Work Konzept geeignet ist fürs Unternehmen. Das es wirklich ein Tag Homeoffice, oder nicht mehr. | How did you decide which remote work concept is suitable for the company? That it is really a day home office, or no more. |

| | | | | |
|----|----------|----|--|---|
| 22 | 00:08:05 | C3 | Ja, es war so ein Mittelweg nach dem Motto. Wir bieten es an, ein Tag in der Woche ist für uns ein akzeptabler Anteil, wo die Mitarbeiter nicht im Unternehmen sind, im Verhältnis zum Unternehmen sind. Wenn es einen speziellen Gründen, den Bedarf für zwei Tage gibt aus familiären Gründen, wir immer dann denken, dann hätten wir die Flexibilität, dies auch dann umzusetzen. Ich glaube das schon. Es kam mehr aus dem Thema heraus, dass man eigentlich schon grundsätzlich bevorzugen, dass die Mitarbeiter im Unternehmen sind und nicht, mehr im Remote sind, wie hier vorhin genannt. | Yes, it was such a middle way according to the motto. We offer it, one day a week is an acceptable proportion for us, so that where the employees are not in the company, in relation to the company are. If there is a specific reason, the need for two days for family reasons we always think then we would have the flexibility to implement that then as well. I do believe that. It came more out of the issue that you actually already prefer in principle that the employees are in the company and not, more in the remote are, as mentioned here earlier. |
| 23 | 00:08:49 | I | Also es ist eher ein Goodie für den Mitarbeiter oder dass man ein attraktiver Arbeitgeber ist. | So it's more of a goodie for the employee or that you're an attractive employer. |
| 24 | 00:08:57 | C3 | Ja genau. | Yes, exactly. |
| 25 | 00:08:58 | I | Okay. Gibt es irgendwelche spezifischen Schritte, die es Unternehmen unternimmt, um den Erfolg von Home Office oder Remote oder Remote Work Strategie zu gewährleisten? | Okay. Are there any specific steps that it takes to ensure the success of home office or remote or remote work strategy? |
| 26 | 00:09:18 | C3 | Also wir bieten es an, aber nicht so, dass man es propagieren oder die die Leute dazu animieren, dass sie sie dann ein Tag zu Hause sind oder so was. Das ist dann wirklich es gibt das Angebot, wenn Sie es möchten, dann können sie natürlich dann und in Abstimmung mit dem Vorgesetzten natürlich dann zum jeweiligen, dann auch zu nutzen. Aber. Was war die Frage nochmal (lacht)? | So we offer it, but not so that you propagate it or that animate the people that they are a day at home or something. That is then really there is the offer, if you want it, then they can of course then and in coordination with the supervisor of course then to the respective, then also use it. But. What was the question again (laughs)? |
| 27 | 00:09:46 | I | Ob es irgendwie irgendwelche Tätigkeiten gibt oder Schritte oder Aktivitäten um die, um den Erfolg zu gewährleisten, der remote Strategie. Aber indem fall ist es nur als Goody oder Flexibilität Mitarbeiter, dass er die Option hat, wenn er will. | Whether there are somehow any activities or steps or activities around that to ensure the success of the remote strategy. But by case it is just as a goody or flexibility employee that he has the option if he wants. |
| 28 | 00:10:03 | C3 | Wir haben also. | So we have. |
| 29 | 00:10:06 | I | Das er einfach. Die Möglichkeit, das Privatleben besser zu managen und das geschäftliche auch . | That he simply. The ability to better manage personal life and business as well . |
| 30 | 00:10:08 | C3 | Genau. | Excatly. |
| 31 | 00:10:09 | I | Was denkst du, sind die größten Hindernisse für eine Remote Work im Unternehmen? Oder auch in der Region. | What do you think are the biggest barriers to remote work in the company? Or even in the region. |

| | | | | |
|----|----------|----|--|---|
| 32 | 00:10:37 | C3 | <p>Bei uns ist grundsätzlich so, dass man das Thema 100 % Vertrauen gegenüber dem Mitarbeiter, eigentlich einer unserer Grundsätze ist, also wir Vertrauen den Mitarbeitern, wenn er zu Hause ist, dass er dann entsprechend seine Arbeit macht. Klar kann man das diskutieren, wie effizient und lässt sich ablenken, dann kommt der Postbote usw. und so fort. Und wie auch immer dann oder Geschirrspüler ist fertig und so Sachen auch wenn im Unternehmen bist du nicht die ganze Zeit 100 % produktiv. Man kann es auch nicht. Man kann es nicht 100 % messen, man kann es 100 % gewährleisten, man hat und man will es auch nicht 100% die Kontrolle haben, denn es ist ja nicht "Big Brother is Watching You" den ganzen Tag. Da ist aber das Thema Vertrauen wir müssen Mitarbeiter vertrauen, dass sie ihren Job machen und entsprechend, dass das umsetzen. Ja, und dahingehend ich denke ist das ein wichtiger Faktor, dass es denn grundsätzlich funktioniert, dann und wenn halten ein Unternehmen das ist und mit dem ein Problem hat mit dem Mitarbeiter das Vertrauen zu schenken, dann haben die vielleicht ja, hier eher ein Problem das Ganze umsetzen zu können oder zu wollen oder meinen sie können müssen es entsprechend noch versuchen zu kontrollieren.</p> | <p>For us, it is basically the case that the issue of 100% trust in the employee is actually one of our principles, so we trust the employee when he is at home, that he then does his work accordingly. Sure you can discuss that, how efficient and gets distracted, then the mailman comes and so on and so forth. And however then the dishwasher is done and stuff like that even if in the company you are not 100% productive all the time. You can't either. You can't measure it 100%, you can't guarantee it 100%, you don't have and you don't want to have it 100% in control because it's not "Big Brother is Watching You" all day. But there is the issue of trust we have to trust employees that they do their job and accordingly that implement that. Yes, and in this respect I think that is an important factor, that it basically works, then and if a company holds that and has a problem with trusting the employees, then perhaps they have a problem here to be able to implement the whole thing or to want or think they can still try to control it accordingly.</p> |
| 33 | 00:12:00 | C3 | <p>Wie gesagt es ist auch an den Vorgesetzten die Aufgabe dann. Also das kann man kontrollieren, aber es merkt man ja dann unterm Strich, ob da eine Rückmeldung Response kommt oder nicht. Ja.</p> | <p>As I said, it's also up to the supervisor to do the job. So you can control that, but the bottom line is that you notice whether there is a response or not. Yes.</p> |
| 34 | 00:12:15 | I | <p>Das Thema Vertrauen, Gibt es Möglichkeiten oder wie siehst du das. Gibt es Möglichkeiten, das Vertrauen zwischen Mitarbeiter und Manager oder Vorgesetzter zu verbessern, oder es ist gewährleistet ist?</p> | <p>The issue of trust, Are there ways or how do you see that. Are there ways to improve the trust between employee and manager or supervisor, or it is guaranteed?</p> |
| 35 | 00:12:31 | C3 | <p>Ja. Im Unterschied. Das Thema Vertrauen ist immer da, man muss aber auch der Mitarbeiter die Vorschusslorbeeren geben sage ich immer. Also wenn du von Anfang an das Vertrauen aufbauen musst, ist es schon schwieriger. Ich vertraue dir. Und wenn es Themen gibt, muss man drüber reden und diskutieren. Aber grundsätzlich, wenn man das von Anfang an das Vertrauen schon nicht schenkt und dann sagt okay, ich fang</p> | <p>Yes, in difference. The issue of trust is always there, but you also have to give the employee the advance praise, I always say. So if you have to build the trust from the beginning, it's already more difficult. I trust you. And if there are issues, you have to talk about it and discuss it. But basically, if you don't give the trust already from the beginning and then you say okay, I'll start at 50%, then I'll try to pray that high to high.</p> |

| | | | | |
|----|----------|----|---|---|
| | | | bei 50 %, dann versuche ich, das hoch zu hoch zu beten. Das ist ein schwieriger Ansatz. Und wenn man Mitarbeiter grundsätzlich nicht vertraut ist halt ist generell schwierig, dann auch sonst während der Arbeit und wenn er hier ist und dann. | That's a difficult approach. And if you do not trust employees in principle is stop is generally difficult, then also otherwise during the work and when he is here and then. |
| 36 | 00:13:20 | I | Also ist teilweise auch ein wichtiger Aspekt ist auch eine wirkliche offene Kommunikationskultur herrscht, im Unternehmen? | So an important aspect is that there is also a real culture of open communication within the company? |
| 37 | 00:13:26 | C3 | Definitiv. Das muss man auch ansprechen können, wenn es ein Thema gibt, wo man sagt okay. Es passt jetzt nicht, dass die, die die Leistung hat, es nicht gepasst oder der dir die Rückmeldung ist nicht da, dann muss man es auch offen ansprechen können und kommunizieren dann. | Definitely. You also have to be able to address that, if there is an issue where you say okay. It does not fit now that the one who has the performance, it did not fit or the one to you the feedback is not there, then one must also be able to address it openly and communicate then. |
| 38 | 00:13:50 | I | Jetzt bei 100 % remote oder wirklich wenn der Großteil der Mitarbeiter im Homeoffice arbeiten. Würdest du die Mitarbeiterloyalität kritisch sehen? | Now at 100% remote or really when the majority of employees work from home offices. Would you be critical of employee loyalty? |
| 39 | 00:14:05 | C3 | Ja, es ist immer schon mal so ein Unternehmen hat einen gewissen Spirit unter und das macht die Leute aus, auch die Gemeinschaft wie man zusammenarbeitet. Und wenn man natürlich dann weit weg ist von einem Unternehmen oder sonst und ich kenne keine Berührung hat, außer dass man dann den Laptop zu Hause hat und dann das Logo als Bildschirmschoner drauf ist und der Zahltag Zettel. Das ist vielleicht für den einen ein Thema für andere vielleicht kein Thema. Ich glaube schon das ist recht individuell von der Person her. Aber ich denke, wenn man wirklich dann auch, dass im Team zusammenarbeiten und schürt jetzt schon so eine Bindung zum Unternehmen und dann auch abseits von von der Arbeitszeit dann gemeinsam irgendwelche Events macht oder sich trifft oder eben auch am Mittagessen dann danach noch interagiert, denke ich schon, dass es eine Bindung auch da ist und das kollegial zusammenarbeiten dann fördert, was bei 100 % Rmote dann sicher schwieriger ist. | Yes, it is always that so a company has a certain spirit among and that makes the people, also the community as one works together. And if you are far away from a company or otherwise and I don't know any contact, except that you then have the laptop at home and then the logo is on it as a screensaver and the payday slip. That is perhaps for the one a topic for others perhaps no topic. I think that is quite individual from the person. But I think that if you really work together as a team and create a bond with the company and then also do events together away from working hours or meet or even interact at lunch afterwards, I think that there is also a bond and that it promotes collegial cooperation, which is certainly more difficult with 100% Remote. |
| 40 | 00:15:06 | C3 | Ja. | Yes. |
| 41 | 00:15:09 | C3 | Ja genau da, wo der Austausch wichtig ist in der Integration. | Yes exactly where the exchange is important in the integration. |
| 42 | 00:15:13 | I | Also das heißt, jetzt kann man..... | So that means now you can..... |

| | | | | |
|----|----------|----|--|--|
| 43 | 00:15:14 | C3 | Diskutieren, ob es einen Tag in der Woche dafür ausreichen würde oder ob es mehr Tag braucht. Und das ist dann die Frage. | Discuss whether one day a week would be enough for it or whether it needs more day. And that is then the question. |
| 44 | 00:15:23 | I | Also das heißt bei vollständigen Remote Teams oder Distributed Teams ist da wirklich der Manager gefordert wäre, dass ja die Teambindung entsteht oder die Bindung zum Unternehmen. Das heißt die Unternehmenskultur lebt auch, auch wenn sie remote ist. | That means that with complete remote teams or distributed teams, it is really the manager who is required to create team loyalty or loyalty to the company. This means that the corporate culture is also alive, even if it is remote. |
| 45 | 00:15:43 | C3 | Ja klar, wenn wir via Teams kommunizierten trotzdem was da. Das war auch das Thema, wie man zusammenarbeitet, wie miteinander redet und wie das Miteinander ist. Ein gewisses Maß geht über Teams auch ja und irgendwelche Remote Work. Aber ein gewisses Maß. Persönlich denke ich schon richtig. Also sind, es ist auch bei jedem anders. Ich denke viele haben auch während Corona, das selber am Leib und Seele gespürt, was jetzt geht und das geht, was geht nicht? Ich war jetzt Gott sei Dank während der Zeit recht viel im Unternehmen und habe recht wenig Homeoffice gemacht. Aber es gab doch viele, wo dann 100 % Homeoffice hatten und dann über Monate nicht im Unternehmen waren. Und es war teilweise wie ausgestorben und die waren dann schon teilweise froh, dass das ins Unternehmen kommen durften. Also das war schon schon etwas anders in der Zusammenarbeit, aber es hat dann funktionieren müssen, hat auch funktioniert. Also ich glaube nicht, dass wir während der dieser Phase ist die Fluktuation aufgrund des jetzt dann deutlich höher war. | Yes, of course, if we communicated via teams, there was still something there. That was also the topic, how to work together, how to talk to each other and how the togetherness is. A certain degree is possible via teams, yes, and any remote work. But a certain degree. Personally, I think that's right. So are, it's also different for everyone. I think many have also felt during Corona, that even in the body and soul, what now goes and that goes, what does not go? Thank goodness I was in the company quite a lot during that time and did very little home office work. But there were many people who had a 100% home office and then weren't in the company for months. And in some cases it was as if they were dead, and they were glad that they were allowed to come to the company. So that was a bit different in terms of cooperation, but it had to work, and it did work. So I don't think that during this phase the fluctuation was significantly higher because of this. |
| 46 | 00:16:53 | I | Du hast es angesprochen, dass Mitarbeiter nicht im Unternehmen waren. Hat es da so von organisatorischen Prozessen. Probleme gegeben oder halt Barrieren aufgetan. Aus Organisatorische Sicht. Zum Beispiel Dokumente unterschreiben, freigeben oder die Zusammenarbeit. | You have addressed that employees were not in the company. Were there any problems with organizational processes? Problems existed or barriers were encountered. From an organizational point of view. For example, signing and releasing documents or cooperation. |

| | | | | |
|----|----------|----|--|---|
| 47 | 00:17:21 | C3 | <p>Es. Ja. Es ist. Es war. Es war alles recht gut vorbereitet. Es wurde schon viel über. Also, wenn du ein internationales Unternehmen bist dann läuft viel über Teams. Da wurde, da ist eh schon viel aufgebaut. Da wurde natürlich in dem Zug hatten wir deutlich verbesserte. Aber wir hatten auch die Möglichkeit, natürlich Dokumente digital zu unterschreiben. Was wir machen mussten, für keine Ahnung, Arbeitsverträge oder sonst irgendwelche Dokumente, wo unterschrieben werden mussten. Irgendwelche NDAs und solche Ding. Das ging auch auf digital und es hat schon funktioniert haben. Es war vorher schon implementiert weil es halt wenn du ein Internationales Unternehmen bist und dann verschiedene Standorte hast und die Unterschriften dann sowieso nicht mehr in Papierform herumgeschickt.</p> | <p>It. Yes. It is. It was. It was all quite well prepared. It's been a lot about. Well, if you're an international company, a lot of things happen through teams. A lot has already been built up. There was of course in the train we had clearly improved. But we also had the opportunity to sign documents digitally, of course. What we had to do, for no idea, employment contracts or any other documents where had to be signed. Any NDAs and things like that. That also went to digital and it has already worked. It was already implemented before because it's just when you're an international company and then you have different locations and then the signatures are no longer sent around in paper form anyway.</p> |
| 48 | 00:18:07 | I | <p>Oft bei Home Office oder Remote ist das Thema Leistungserbringung und der Mitarbeiter ist Manager und Mitarbeiter oftmals sehr unterschiedliches Verständnis herrscht. Was ist jetzt meine Leistung? Wie siehst du das? Oder wie denkst du kennt man so faire Leistungsbeurteilung machen vom Mitarbeiter?</p> | <p>Oftentimes with home office or remote is the issue of performance and the employee is manager and employee often very different understanding prevails. What is my performance now? How do you see that? Or how do you think you know so fair performance evaluation make of the employee?</p> |
| 49 | 00:18:31 | C3 | <p>Im grundsätzlich wenn du Remote Office, also mobil Work, wo immer möglich ist. Dann ist es eine Tätigkeit, wo man auch zu Hause ausführen kann. Dahingehend hat man sowieso als Unternehmen dann die Unternehmensziele, denn die Jahres Ziele der Mitarbeiter unter und da hat sowieso dann die direkt trotzdem die regelmäßigen Jour fix, wo man sich dann abstimmt, die Teammeetings und die Projektsitzungen.</p> | <p>Basically if you remote office, so mobile work wherever possible. Then it is an activity where you can also perform at home. In this respect, as a company, you have the corporate goals anyway, because the annual goals of the employees under and there has the direct anyway still the regular Jour fix, where you then coordinate, the team meetings and the project meetings.</p> |
| 50 | 00:18:55 | C3 | <p>Also dahingehend sieht man sowieso stetig den Fortschritt und sieht was läuft gut, was läuft nicht gut oder wo muss man nacharbeiten. Nimmt der sich dann bei der Bewertung her dann weniger ein Thema. Denn wenn man jetzt nah am Mitarbeiter und damit den Mitarbeiter nur nur einmal im Quartal sieht, dann ist es sehr schwierig. Aber es war dann wäre es auch nicht besser gewesen. Also dahingehend hätte ich bezüglich der Bewertung von der Leistung weniger, weniger das Thema dann und klar kriegt man jetzt im Unternehmen mehr mit</p> | <p>So in that respect, you can see the progress constantly anyway and see what's going well, what's not going well or where you have to rework. Takes the itself then with the evaluation here then less a topic. Because if one sees now close to the employee and thus the employee only once in the quarter, then it is very difficult. But it was then it would not have been better. So in that respect, I would have regarding the evaluation of the performance less, less the issue then and clearly you get now in the company more with</p> |

| | | | | |
|----|----------|----|---|---|
| | | | <p>wo es Probleme unter den Mitarbeiter gibt als das Vorgesetzter oder irgendwelche Auseinandersetzungen gibt oder irgendwelche Diskussionen zumindest. Und das kriegt man besser mit, wenn. Wenn Sie wirklich im Büro sind, dann erlebt man es live oder hört es von anderen. So ist oder da war etwas, was dann vielleicht über Remote halt nicht der Fall ist, wenn nur die zwei miteinander unterwegs sind. Aber sonst für Bewertung und Leistung? Ja. Denke ich soweit okay.</p> | <p>where there are problems among the employees as the supervisor or any disputes or any discussions at least. And you get that better when. If you are really in the office, then one experiences it live or hears it from others. So there is or there was something that is then maybe about remote just not the case when only the two are on the road with each other. But otherwise for evaluation and performance? Yes. I think so far okay.</p> |
| 51 | 00:20:00 | I | <p>Dann können wir eigentlich schon zum letzten Punkt gehen. Vorteile. Also, was denkst du, welche Vorteile könnte eine Remote Work Strategie für ihr Unternehmen haben?</p> | <p>Then we can actually go to the last point. Benefits. So, what benefits do you think a remote work strategy could have for their business?</p> |
| 52 | 00:20:14 | C3 | <p>Es ist ein grundsätzliches und wichtiges Thema, bei dem die Flexibilität für Mitarbeiter das hängt damit zusammen ich habe einen Arzttermin. Es kommt ein Handwerker ins Haus oder ich muss. Die Tochter kommt heute früh von der Schule usw. Das ist ja das Thema Work Life Balance, noch von Mitarbeiter da angenehmer zu gestalten. Das ist schon ein Aspekt, wo das jetzt ja eigentlich sehr, sehr positiv ist, wo man eine gewisse Normalität auch mit mitbringt und was vor Corona nicht der Fall war und was schon mühsam war. So was organisieren ist quasi nichts Außergewöhnliches und da kann es richtig komfortabel sein. Es gibt natürlich Situationen, wo man sagen muss, wenn man jetzt wirklich konzentriert an Themen arbeiten möchte, was vielleicht zu Hause besser funktioniert, wenn man doch dort vielleicht weniger Störungen hat, die Umgebungsgeräusche wenn im Großraumbüro sitzt, dann sind die Kollegen rundum, da hört man was zum Telefonieren usw. Und eben der Vorteil ist, man ruft schnell was über den Tisch rüber, ist dort auch der Nachteil, wenn man stetig gestört wird da also wirklich konzentriert an Themen arbeiten an gebündelt ist vielleicht dann im Homeoffice einfacher als jetzt wirklich dann im Büro im Großraumbüro, wo viele Mitarbeiter zusammen sind. Die, die kleineren Störungen sind da sicher geringer.</p> | <p>It's a fundamental and important issue where the flexibility for employees that's related to I have a doctor's appointment. A handyman is coming to the house or I have to. The daughter is coming home from school early today, etc. That's the issue of work-life balance, which employees have to make more comfortable. That's one aspect where it's actually very, very positive, where you bring a certain normality with you, which wasn't the case before Corona and which was already tedious. Organizing something like this is nothing out of the ordinary, so to speak, and you can be really comfortable. Of course, there are situations where you have to say that if you really want to work on topics in a concentrated manner, which might work better at home, if you have less disturbances there, the ambient noise when sitting in an open-plan office, then the colleagues are all around, you hear something to call, etc.. And just the advantage is, one calls fast what over the table, is there also the disadvantage, if one is constantly disturbed there thus really concentrated at topics work on bundled is perhaps then simpler in the Homeoffice than now really then in the office in the open-plan office, where many coworkers are together. The, the smaller disturbances are certainly lower there.</p> |

| | | | | |
|----|----------|----|--|--|
| 53 | 00:21:37 | I | Könnte ein weiter Vorteil sein. Wenn es wirklich 100 % remote stellen, gibt es man einem globalen Talentepool profitieren könnte, weil ja im Moment Facharbeitermangel, Fachkräftemangel, Facharbeitermangel ist doch ein brandaktuelles Thema für viele Unternehmen. | Could be another advantage. If there really is 100% remote hiring, there could be a more global talent pool to benefit from, because yes at the moment skilled worker shortage, skilled worker shortage is yet a hot topic for many companies. |
| 54 | 00:21:57 | C3 | Das auf alle Fälle. Wir haben zum Beispiel auch Mitarbeiter, wo, die sind von Hamburg, die arbeiten in Hamburg, die sind dort im Homeoffice dann und es sind Spezialisten, wo man entsprechend der von der Branche her dann wo. Wo wir sehr sehr wichtig sind und die sind quasi 100 % remote und Homeoffice dann. Die sind schon ab und zu hier bei unserem Standort dann die Woche gerade einer wieder hier, weil es alle paar Wochen wieder da, um aber trotzdem noch diesen diesen persönlichen Austausch zu haben. Aber dort ist so der Fall, dass man eben. Diese Spezialisten von der Branche her wie jetzt einfach bei uns in der Region auch nicht haben. Da gibt es keine Firmen, wo diese dieser Größe dann mit der Erfahrung dann haben, haben die Möglichkeit trotzdem noch in ihrem gewohnten Umfeld bei der Familie zu sein, nicht herziehen zu müssen und können das ganze remote machen. Aber da gibt es gab es auch die Probleme, dann in weiterer Folge dann das sind dann gewissermaßen auch ausgegrenzt waren, weil sie doch nicht alle Informationen mitgekriegt haben und dann, dass dann etwas auseinander gedriftet teilweise. Also das mit dem Talente Pool usw. Mitarbeiter weltweit zu kriegen, das ist auf alle Fälle Vorteil von dem Remote. | That in any case. We also have, for example, employees where, they are from Hamburg, they work in Hamburg, they are there in the home office then and they are specialists where you are according to the from the industry then where. Where we are very very important and they are quasi 100% remote and home office then. They are already from time to time here at our location then the week just one back here, because it every few weeks back there, but still to have this personal exchange. But there is so the case that one just. These specialists from the industry as now simply with us in the region also do not have. There are no companies, where these of this size then with the experience then have, have the possibility nevertheless still in their accustomed surrounding field with the family to be, not to have to move here and can make the whole remote. But there are also the problems, then in further consequence then that are then to a certain extent also were excluded, because they have not got all the information and then that then something drifted apart in part. So that with the Talent pool etc. Getting employees worldwide is definitely an advantage of the remote. |
| 55 | 00:23:16 | I | Wie würdest du ihr Unternehmen internationale Talente anziehen, wenn du auf das Suche geht? Weil Spezialisten sind Spezialisten. | How would you/ the company attract international talent when you go on the search? Because specialists are specialists. |
| 56 | 00:23:30 | C3 | Aber grundsätzlich sind wir, wie gesagt mit dem Remote Work dann offen dahingehend. Und gibt auch, also wir haben ja überall auf der ganzen Welt unsere Key Account Manager und Vertriebsleute, wo halt dann überall auf der Welt sind und dann vor Ort und den Vertrieb dann vorantreiben. Die sind einmal im Jahr natürlich bei uns und der Rest sind diese direkt vor Ort, auch wenn wir es auch unter Remote Work dann einordnen möchte, | But basically, as I said, we are open to remote working. And there are also, well, we have our key account managers and sales people all over the world, who are then just everywhere in the world and then on site and then drive sales forward. They are with us once a year, of course, and the rest are directly on site, even if we would like to classify it under remote work, then under that are also specialists who are on site, |

| | | | | |
|----|----------|----|--|---|
| | | | dann unter Das sind ja auch Spezialisten, wo vor Ort sind, in der Region, das funktioniert ja auch. Das ist ja das ist das muss auch so gehen, dann können wir nicht alles aus Dornbirn heraus betreuen global. Direkt. | in the region, that also works. That is yes that is that must also go so, then we can not look after everything from Dornbirn global. Directly. |
| 57 | 00:24:11 | I | Ja. Wie schaut die Integration von Remote Workern in bestehende Teams aus? | Yes. What does the integration of remote workers into existing teams look like? |
| 58 | 00:24:23 | C3 | Es ist wirklich wichtig. Das sie am Anfang wirklich einmal da sind, wirklich mal persönlicher Kontakt haben. Also ist die Frage wie viel? Wie Lange der Zeitraum. Das ist natürlich sehr individuell muss man schauen, wie das familiär funktioniert. Dass Sie wirklich den Kontakt haben, wissen, wie die interne Prozesse ablaufen, die Produkte auch besser kennenlernen. Ich denke, am Anfang braucht es schon einen größeren Zeitraum, je nachdem, was für Erfahrung hat. Man kann man einzelne Wochen machen oder einen ganzen Block. Dann muss man schauen, ob das wirklich mal die Erfahrung haben hier, wie läuft es hier und die Kollegen auch besser kennenlernen, dann kann man die den Remote dann, dann entsprechend dann stetig erhöhen und da wird dann von heute auf morgen auf 100 % umschalten. | It is really important. That they are really there once at the beginning, really have personal contact. So the question is how much? How long the period. Of course, this is very individual and you have to see how it works in the family. That you really have contact, know how the internal processes work, get to know the products better. I think in the beginning it needs a longer period of time, depending on your experience. You can do individual weeks or a whole block. Then you have to see if you really have the experience here, how things work here and get to know your colleagues better, then you can increase the remote accordingly and then switch from one day to the next to 100%. |
| 59 | 00:25:03 | I | Also beim Onboarding oder beim Bewerben, eigentlich schon der persönliche Kontakt ist wichtig und gerade in der ersten Zeit. Damit wird ja ein Bonding zwischen Firma und Mitarbeiter entsteht. | So during onboarding or when applying, actually already the personal contact is important and especially in the first time. This creates a bond between the company and the employee. |
| 60 | 00:25:16 | C3 | Ja, ich denke, es ist sehr wichtig. Man muss natürlich sehr differenzieren, wenn es irgendjemanden einfach nur irgendwo die Personalverrechnung macht, irgendwo auf der Welt. Und die Zahlen kriegt und die verarbeitet und weiter geht's. Dann ist es dann nicht so tragisch, als wenn man dann wirklich dann in einem Projektteam gemeinsam, dann Projekte umsetzen muss, am Produkt arbeiten muss, an der Entwicklung im Vertrieb und so was und das sich halt sehr sehr sehr sehr individuell. Um was für ein Job sich das handelt. | Yes, I think it is very important. Of course, you have to differentiate a lot if someone is just doing the payroll somewhere, somewhere in the world. And gets the numbers and processes them and moves on. Then it's not as tragic as when you really have to work together in a project team, then implement projects, work on the product, on development in sales and so on, and that's just very very very very individual. What kind of job it is. |
| 61 | 00:25:51 | I | Wir haben vorhin mal kurz angeschnitten. Vorteile für bestehende Mitarbeiter Gibt es noch weitere | We briefly touched on this earlier. Benefits for existing employees Are there any other benefits |

| | | | Vorteile außer Flexibilität oder. Wie siehst du das? | besides flexibility or. How do you see that? |
|----|----------|----|---|--|
| 62 | 00:26:06 | C3 | Also wie soll uns diese Flexibilität, das andere Mal, wirklich, mal konzentriert an Themen arbeiten. Was gibt es sonst noch für Optionen? (lacht) | So how should this flexibility, the other time, really, times concentrated to work on topics. What other options are there? (laughs) |
| 63 | 00:26:18 | I | Ganz allgemein Mitarbeiterzufriedenheit, weil sie ja Vertrauens Zuschuss kriegen oder Vorschuss kriegen mit halt, Wertschätzung oder. | In general, employee satisfaction, because they get trust grant or advance with halt, appreciation or. |
| 64 | 00:26:30 | C3 | Achso ja. Bei uns sowieso Das Credo 100 % Vertrauen dann und von dem her. Und klar es ist halt ein Boni dann, dass man es halt machen darf man heutzutage sein, quasi schon so Standard oder wird schon standardmäßig gefordert. Wenn man es nicht anbieten würde, dann wäre es quasi negativ, würde ich sagen. Das ist ja quasi schon, schon gefordert in der Gesellschaft, dass man das mal so ein Homeoffice dann anbietet. | Oh yes. With us anyway The credo 100% trust then and from there. And of course it's just a bonus that you're allowed to do it nowadays, so to speak it's already standard or is already demanded as standard. If one would not offer it, then it would be quasi negative, I would say. It's already demanded in society, so to speak, that you offer a home office. |
| 65 | 00:27:04 | I | Denkst du, gibt es eine Möglichkeit, die Vorteile für die Mitarbeiter zu messen. | Do you think there is a way to measure employee benefits. |
| 66 | 00:27:13 | C3 | Ja, also wenn man natürlich dann, wenn man Mitarbeiterumfrage macht, dann intern, dann Zufriedenheitsumfrage, dass man durchaus mit der Great Place to Work dann sehr sehr gut vertreten war wird denn jährlich entsprechende Umfrage oder Mitarbeiterzufriedenheit. Und da kann man dann messen wird auch gewichtet dann in wie fern solche Sachen, wie Homeoffice, wie das geschätzt wird oder oder nicht weniger geschätzt wird. | Yes, so of course when you do an employee survey, then internally, then satisfaction survey, that you were very very well represented with the Great Place to Work then because annually corresponding survey or employee satisfaction. And there you can then measure is also weighted then in how far such things, such as home office, how that is appreciated or not less appreciated. |
| 67 | 00:27:44 | I | Okay, dann. Dann sind wir schon fertig ist. Dann stoppe ich mal das Interview/ Transkription. | Okay, then. Then we are already done. Then I'll stop the interview/transcription. |

Interview C4

| Row | Time-stamp | Speaker | German | English - Translation |
|-----|------------|---------|--|--|
| 1 | 00:00:06 | I | Vielen Dank, dass du dir Zeit nimmst für mein Interview über Remote Work. Und dann werden wir gleich zur ersten Frage kommen. Welche Erfahrungen haben Sie in der Vergangenheit oder aktuell mit Remote Work Konzepten gemacht? | Thank you very much for taking the time for my interview about remote work. And then we'll get right to the first question. What has been your past or current experience with remote work concepts? |
| 2 | 00:00:24 | C4 | Also wir haben sehr gute Erfahrungen gemacht. Wir haben das erst vor kurzem bei uns im Unternehmen in die Umsetzung gebracht. Wir haben einfach gemerkt, dass wir dringend Bedarf haben, zusätzlich zu Home Office einfache Alternativen anzubieten. Und ich denke, die nächsten Fragen werden dann noch näher drauf darauf abzielen und noch näher darauf eingehen. Aber es ist auch darum gegangen, diesen Fachkräftemangel mit allen Instrumenten entgegenzuwirken. Und dieses Remote Office war für uns eine Möglichkeit. Und um es gleich vorweg zu nehmen, ist es auch nach wie vor so Es hilft uns. | So we have had very good experiences. We only recently started implementing it in our company. We simply noticed that we have an urgent need to offer simple alternatives in addition to home office. And I think the next questions would be even focus and targeting that and going even closer to that. But it's also been about counteracting this shortage of skilled workers with all instruments. And this remote office was a possibility for us. And to put it in a nutshell, it still is. It helps us. |
| 3 | 00:01:07 | I | Ihr habt nicht nur das typische Home Office, 1 bis 2 Tage Home Office, sondern auch 100 % remote stellen, bei euch im Unternehmen. | You not only do you have the typical home office, 1 to 2 days of home office, but you also have 100% remote work at your company. |
| 4 | 00:01:16 | C4 | Richtig. Wir haben an zwei Standorten zusätzlich die Möglichkeit, wirklich Remote Office zu betreiben. Das ist vor allem jetzt in Feldkirch, wo wir im Runerareal einen Standort haben. Und das ist der sehr attraktive Ort Wien, wo wir in der Nähe vom Hauptbahnhof ein Remote Office in Form von Schreibtischvermietung angemietet haben und unseren Mitarbeitern zur Verfügung stellen. Der ursprüngliche Gedanke war in Wien eher in Richtung Informatiker. Wir wollten dort Informatiker rekrutieren, weil die sucht man ja wirklich schon wie die Nadel im Heuhaufen. Und wir sind relativ rasch drauf gekommen, dass spricht auch ganz viele andere Mitarbeitende an und nicht nur Mitarbeitende aus unterschiedlichsten Fachbereichen, sondern auch Studierende. Und in | Correct. We have the additional option of operating a truly remote office at two locations. This is primarily in Feldkirch, where we have a location in the Runerareal. And that is the very attractive location in Vienna, where we have rented a remote office in the form of desk rental near the main train station and make it available to our employees. The original thought was more in the direction of computer scientists in Vienna. We wanted to recruit computer scientists there, because you really are looking for them like a needle in a haystack. And we found out relatively quickly that it also appeals to many other employees, not only employees from various disciplines, but also students. And in Vienna we have great training opportunities, so we have actually achieved much more added value than we had actually suspected. |

| | | | | |
|---|----------|----|---|--|
| | | | Wien haben wir tolle Ausbildungsmöglichkeiten und somit haben wir da eigentlich viel mehr Mehrwert erzielt, als wir eigentlich vermutet haben. | |
| 5 | 00:02:16 | I | Und. Wie haben Sie das aktuelle Remote Konzept eingerichtet? Also mit der technischen Infrastruktur, Prozesse? | And. How did you set up the current remote concept? So with the technical infrastructure, processes? |
| 6 | 00:02:27 | C4 | Ja, also wir stellen alles, was Infrastruktur betrifft, zur Verfügung. Das meiste gibt es schon vor Ort in Wien. Das Büro hat acht Arbeitsplätze, die Mitarbeitenden sind rotierend dort. Das heißt, es geht sich ganz gut aus. Es kommt kaum vor, dass jetzt wirklich alle, die Remote oder Teleworking Verträge haben, gleichzeitig vor Ort sind. Und das Ganze funktioniert immer in Abstimmung mit, bei XXXXXX beschreiben wir so ein Dreieck und das ist Aufgabe, Team und natürlich Person. Das heißt, die drei Elemente müssen zusammenpassen. Die Aufgabe muss es hergeben, im Remote zu arbeiten. Die Person muss die Fähigkeiten dafür mitbringen, aber natürlich auch. Ich nenne es ja die Reife und das Team. Weil man arbeitet ja kaum alleine, muss informiert sein und muss das Ganze auch nachvollziehen können. Und wir haben Teleworking Vereinbarungen, da ist das auch geregelt, wer wirklich dort arbeiten kann. Und buchen das dann immer über Outlook. Wenn jemand in Wien oder in Feldkirch im Remote arbeiten möchte, der vielleicht keinen Vertrag hat. Aber diese zusätzliche Möglichkeit gibt es auch für andere Mitarbeitende. | Yes, so we provide everything in terms of infrastructure. Most of it is already available on site in Vienna. The office has eight workstations, and the employees are there on a rolling basis. That means it works out quite well. It hardly ever happens that everyone who has remote or teleworking contracts is on site at the same time. And the whole thing always works in coordination with, at XXXXXX we describe a triangle and that is task, team and of course person. That means the three elements have to fit together. The task must make it possible to work remotely. The person must have the skills to do it, but of course he or she must also be able to do it. I call it maturity and the team. Because you hardly ever work alone, you have to be informed and you have to be able to understand the whole thing. And we have teleworking agreements that regulate who can actually work there. And we always book this via Outlook. If someone wants to work remotely in Vienna or in Feldkirch, who perhaps doesn't have a contract. But this additional option is also available for other employees. |
| 7 | 00:03:42 | I | Das heißt, die Remotestellen selbst sind wirklich Jobs abhängig. Also nicht jeder Arbeitsplatz oder Jobbeschreibung kann daran teilnehmen. | That is, the remote jobs themselves are really job dependent. So not every job or job description can participate. |

| | | | | |
|----|----------|----|---|---|
| 8 | 00:03:52 | C4 | Die sind wirklich Jobabhängig. Wir knüpfen im Onboarding noch eine Bedingung dran. Wir suchen selbst im Recruiting nach, zum Beispiel Mitarbeitern im Remote. Wir haben aber auch Personalberater, die für uns auf die Suche gehen. Und die wissen auch im Anforderungskatalog steht, dass die Onboarding Phase unbedingt im Headquarter stattzufinden hat, damit sie das Unternehmen kennenlernen, damit sie unsere Unternehmenskultur kennenlernen. Und das kann dann bis zu einem Monat gehen, manchmal auch länger. Die Startphase und danach sporadisch, also 10 bis 12 Fahrten nach Vorarlberg sein, wo wir uns um die Benefits kümmern, wo alles bezahlt wird, vom Österrichticket bis zur Unterkunft, bis zur Verpflegung. Läuft es bei uns in diesem Prozedere ab. | They are really job-dependent. We attach another condition to it in onboarding. We do our own recruiting, for example remote employees. But we also have recruiters who search for us. And they also know from the requirements catalog that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. And that can take up to a month, sometimes longer. The start-up phase and then sporadically, so there are 10 to 12 trips to Vorarlberg, where we take care of the benefits, where everything is paid for, from the Austrian ticket to accommodation, to meals. That's how it works for us. |
| 9 | 00:04:43 | I | Also wirklich, das persönliche Kennenlernen während der Bewerbungen und eigentlich im Onboarding Prozess ist ein wichtiger Aspekt bei der Remote Work Strategie. | So really, getting to know each other in person during applications and actually in the onboarding process is an important aspect of the remote work strategy. |
| 10 | 00:04:51 | C4 | Genau das ist einfach unsere Unternehmenskultur. Da legen wir großen Wert darauf, dass man wirklich wissen, mit wem arbeiten wir zusammen? Also ab den ersten Tag in Wien oder in Remote zu arbeiten, wäre nicht vorstellbar in diesem Konzept. Und Feldkirch gilt noch als Pilot, obwohl es in Vorarlberg ist. Wien hat sich schon durchgesetzt. | That's simply our corporate culture. It is very important to us that people really know who we are working with. So working in Vienna or remotely from day one would be inconceivable in this concept. And Feldkirch is still considered a pilot, even though it's in Vorarlberg. Vienna has already caught on. |
| 11 | 00:05:12 | I | Und waren da von der Organisationsseite irgendwelche Veränderungen notwendig mit den Prozessen wie die Unternehmensabläufe geregelt sind? | And were there any changes necessary from the organizational side with the processes of how the company procedures are regulated? |
| 12 | 00:05:22 | C4 | Vertragsseitig kann ich dir da vielleicht ein paar Sachen nennen. Also wir haben die Benefits verglichen miteinander Mitarbeitende am Standort, Mitarbeitende im Remote Office. Da muss man ehrlich sein. Da vertreten wir aktuell noch die Meinung wenn du im Remote Office Arbeit ist schon ganz viele Vorschusslorbeeren vom Unternehmen vergeben werden und dass wir nicht alle Benefits dann auch im Remote Office anbieten. Es gibt aber zusätzlich ein paar, die dann durchaus wieder | On the contract side, I can maybe tell you a few things. We compared the benefits between employees at the site and employees in the remote office. You have to be honest about that. We are currently still of the opinion that if you work in a remote office, the company will give you a lot of advance praise and that we won't offer all the benefits in the remote office. However, there are a few additional benefits that are more attractive than at our location. As already mentioned, the Austria ticket, which you can use 24-7, is paid for entirely by the company. This |

| | | | | |
|----|----------|----|--|---|
| | | | attraktiver sind als bei uns am Standort. Wie schon erwähnt, das Österreich Ticket, das kannst du 24 7 verwenden wird zur Gänze vom Unternehmen bezahlt. Damit verlangen wir oder, dadurch verlangen wir aber auch eine nachhaltige Anreise. Also wenn du mit dem Auto kommst, wird die Fahrzeit nicht als Arbeitszeit bezahlt. Wenn du aber mit dem Zug anreist und das und unter Berücksichtigung der Rahmenzeiten, wird das auch als Arbeitszeit gesehen und bezahlt. | means that we demand or, but it also means that we demand a sustainable journey. So if you come by car, the travel time is not paid as working time. However, if you arrive by train, and this is in consideration of the framework times, it is also seen as working time and paid for. |
| 13 | 00:06:24 | I | Okay. Gab es da irgendwelche Verhinderer bei der Veränderung von Unternehmensprozesse oder gab es da Barrieren? | Okay. Were there any impediments to changing business processes or were there any barriers? |
| 14 | 00:06:35 | C4 | Ja, die gibt es. Aber die sind eher darauf zurückzuführen, dass wir aktuell in einer Zeit leben, wo sich die Individualisierung extrem durchgesetzt hat und wir aus einem, aus einer Geschichte und aus einem Zeitalter kommen. Die XXXXXX wo es eigentlich immer hieß alle gleich und die Zeit ist vorbei. Wir müssen uns individuell jeden Mitarbeiter anschauen. Und wie sagt man so schön wir dürfen keine Verhinderer sein, sondern Ermöglicher. Und das ist die neue Aufgabe der Personalabteilung. Und das ist ein Musterbeispiel Remote Work. Wie viel Individualität, Individualität und wie viel Wünsche Mitarbeitende wirklich mitbringen können. | Yes, there are. But they are more due to the fact that we are currently living in a time where individualization has become extremely prevalent and we come from one, from one history and from one age. The XXXXXX where it was actually always said all the same and the time is over. We have to look at each employee individually. And as the saying goes, we must not be preventers, but enablers. And that is the new task of the HR department. And this is a prime example of Remote Work. How much individuality, individuality and how many wishes employees can really bring with them. |
| 15 | 00:07:16 | I | Gibt es aktuell irgendwelche KPIs, die den Erfolg der Remote Work Strategie misst. | Are there currently any KPIs that measure the success of the remote work strategy. |
| 16 | 00:07:24 | C4 | Also die Auslastung? Also wir versuchen natürlich über Outlook auch zu Reporten und Statistiken zu erfassen. Das ist momentan die Auslastung, wo wir drauf achten, ob das Ganze funktioniert. Wir gehen davon aus, dass wir vor allem Wien zeitnah uns näher anschauen müssen, ob man das vielleicht ausweiten. | So the workload? Well, of course we also try to report and collect statistics via Outlook. At the moment, this is the utilization rate, where we are checking whether the whole thing is working. We assume that we will have to take a closer look at Vienna in particular in the near future to see if this can be expanded. |
| 17 | 00:07:47 | I | Okay. | Okay. |
| 18 | 00:07:49 | C4 | Andere Standorte sind natürlich auch thematisiert worden Remote Work, aber aktuell ist es wirklich mit Wien und und und Feldkirch ein klassischer Standort. Als als Zusatz zum Home Office. | Other locations have of course also been discussed remotely, but currently it is really a classic location with Vienna and and Feldkirch. As an addition to the home office. |

| | | | | |
|----|----------|----|---|--|
| 19 | 00:08:07 | I | So kommen wir zum nächsten Punkt. Gibt es noch weitere Gründe. Warum eine Remote Work Strategie aufgestellt wurde. Außer dem bereits genannten. | So we come to the next point. Are there any other reasons. Why a remote work strategy was set up. Besides the one already mentioned. |
| 20 | 00:08:21 | C4 | Ja, also der Fachkräftemangel, den ich angesprochen habe, der hätte nur gutes Beispiel. Wir sind ja auch auf ganz vielen Jobmessen unterwegs, auf Netzwerktreffen, auf Veranstaltungen außerhalb von Vorarlberg. Und ja, XXXXXX ist jetzt schon eine bekannte Marke. Aber wenn es dann Richtung Osten geht, dann wird es schon ein bisschen schwieriger. Und wenn wir dann auf Messen oder auf Netzwerktreffen uns vorgestellt haben, haben die meisten nicht gekannt. Und wenn wir erwähnt haben, ja, unser Standort ist in Vorarlberg, dann haben die meisten schon den nächsten Stand aufgesucht. Überspitzt gesagt. Jetzt ist es tatsächlich so, wenn wir vor Ort berichten und ergänzen und wir haben auch eine Remote Möglichkeit in Wien. Ah Wow, aber jetzt wird es interessant und das spüren wir auch wirklich in Zahlen, dass vor allem auch Studierende aus aus Wien und Umgebung sich immer häufiger bei uns bewerben und melden. Die Nachhaltigkeit ist sicher auch noch ein Thema. Wir haben ein Mobilitätskonzept bei uns im Haus und Mitarbeitende, die kommen ja nicht immer wirklich direkt ums Eck angereist und oft auch immer nur mit Auto. | Yes, the shortage of skilled workers that I mentioned is a good example. We are also on the road at many job fairs, at network meetings, at events outside Vorarlberg. And yes, XXXXXX is already a well-known brand. But when it comes to the East, it becomes a bit more difficult. And when we introduced ourselves at trade fairs or network meetings, most people didn't know about us. And when we mentioned that we are located in Vorarlberg, most of them already went to the next booth. To exaggerate. Now it is actually when we report on site and add and we also have a remote possibility in Vienna. Ah Wow, but now it becomes interesting and we also really feel that in numbers, that especially students from Vienna and the surrounding area apply and report to us more and more. Sustainability is certainly also an issue. We have a mobility concept in our company, and employees don't always come directly from around the corner, and often only by car. |
| 21 | 00:09:29 | C4 | Und Feldkirch und Wien soll auch die Möglichkeit geben, dann mittels Fußweg, Bike, Bus oder Bahn einfach beim nächst bei der nächst gelegenen Möglichkeit einen Arbeitsplatz zu finden. | And Feldkirch and Vienna should also give the opportunity to then by foot, bike, bus or train simply at the next at the nearest opportunity to find a job. |
| 22 | 00:09:44 | I | Gibt es irgendwelche Faktoren, die diese nicht berücksichtigt haben? Im ursprünglichen ursprünglich Remote Work Konzept. | Are there any factors that they did not take into account? In the original originally Remote Work concept. |
| 23 | 00:09:54 | C4 | Wie meinst du das genau? | What do you mean exactly? |
| 24 | 00:09:57 | I | So im Nachhinein hat sich etwas herausgestellt. Das hätten wir beachten sollen bei der Einführung oder?. | So in hindsight, something has come up. We should have taken that into account when we introduced it, shouldn't we? |

| | | | | |
|----|----------|----|--|--|
| 25 | 00:10:03 | C4 | <p>Es geht immer wieder mal so Aha Effekte und das Ganze ist ein kontinuierlicher Verbesserungsprozess. Und wenn wir wie wir angefangen haben vor etwa sechs Monaten, wie man an der Umsetzung war und haben wir punktuell immer wieder Dinge angepasst. Das war vor Ort, das war auch wirklich das Gefühl, auch ein bisschen Heimat hat also sprich man fühlt, bei welcher Firma man auch wirklich arbeitet. Wenn du bei uns in Vorarlberg ins Gebäude läufst und bist du sofort XXXXXX. In Wien war das einfach, da war einfach nichts. Und das hat die Betriebsinfrastruktur Punkt für Punkt aufbauen müssen. Und man glaubt es kaum. Da geht es ja wirklich darum, dass zum Beispiel an der Tür bei der Klingel XXXXXX steht und da identifizieren sich Mitarbeitende einfach viel mehr. Das mag eine Banalität sein, aber es war ihnen wichtig und wir haben es in die Umsetzung gebracht. Aber Schritt für Schritt auch Kleinigkeiten.</p> | <p>It goes again and again so aha effects and the whole thing is a continuous improvement process. And if we as we have started about six months ago, as one was at the implementation and we have selectively adapted things again and again. That was on site, that was also really the feeling, also a little bit home has so speak one feels, with which company one also really works. When you walk into the building here in Vorarlberg, you are immediately XXXXXX. In Vienna it was easy, there was simply nothing. And that has had to build up the operating infrastructure point by point. And you can hardly believe it. It's really about the fact that, for example, XXXXXX is written on the door at the bell, and that's where employees simply identify themselves much more. That may be a banality, but it was important to them and we put it into practice. But step by step, even small things.</p> |
| 26 | 00:11:03 | I | <p>Wie haben Sie damals entschieden, welches Konzept für Sie das Richtige war?</p> | <p>How did you decide then which concept was right for you?</p> |
| 27 | 00:11:11 | C4 | <p>Wir haben sie einfach mal auf gut Glück versucht. Das war aber auch der richtige Schritt in diesem Projekt, weil sonst hätte es ewig gedauert. Und wir haben einfach gesagt, wir machen es jetzt. Und mit der Schreibtischvermietung haben wir nichts zu verlieren. Das heißt, Gebäude usw. die Kosten sind im Rahmen, das ist überschaubar. Und aktuell diskutieren wir eigentlich gar nicht über solche Dinge, weil es einfach gut funktioniert. Und angenommen wird. Eher, es geht eher in Richtung Erweiterung.</p> | <p>We just tried them on the off chance. But that was also the right step in this project, because otherwise it would have taken forever. And we just said, we're going to do it now. And with the desk rental, we have nothing to lose. That is, building, etc. the costs are within reason, that is manageable. And currently we don't really discuss such things at all, because it simply works well. And is accepted. Rather, it goes more in the direction of expansion.</p> |
| 28 | 00:11:45 | I | <p>Also in dem Fall hat sich gezeigt, dass die Strategie richtig war.</p> | <p>So in that case, it turned out that the strategy was right.</p> |
| 29 | 00:11:49 | C4 | <p>Die Strategie war absolut richtig, was natürlich auch aus der Unternehmenskommunikation herauskommt. Wir haben jahrelang oder seit XXXXXX gibt, in der Form kommuniziert Wir bleiben bei unseren Wurzeln, wir bleiben unseren Standort und unseren Standorten treu. Ja, wir sind nach wie vor in Vorarlberg und das ist auch unser Headquarter und unser Standort. Aber wir haben ihn auch in</p> | <p>The strategy was absolutely right, which of course also comes out of the corporate communication. For years, or ever since XXXXXX has been in existence, we have communicated in the form "We are staying with our roots, we are staying true to our location and our sites. Yes, we are still in Vorarlberg and that is also our headquarters and our location. But we have also had to expand it in Austria and internationally anyway in order to be able to exist.</p> |

| | | | | |
|----|----------|----|---|---|
| | | | Österreich und international so- wieso ausweiten müssen, um be- stehen zu können. | |
| 30 | 00:12:25 | I | Es würden sich noch zusätzliche Schritte unternehmen, um den Erfolg der Remote Work Strategie zu gewährleisten. | Additional steps would be taken to ensure the success of the remote work strategy. |
| 31 | 00:12:34 | C4 | Ich glaube, dass es notwendig werden wird, dort vor Ort schon auch noch mal die Benefits sich anzuschauen. Vielleicht auch vor Ort sowas wie ein Buddy Systeme anzubieten, weil es gibt ja keine Führungskräfte im Remote Office. Das heißt, da könnte durchaus vielleicht auch mal eine Führungskraft installiert werden, die sich um alle Bereiche kümmert, weil das ist ja ein bunter Haufen, aber trotzdem jemand vor Ort ist als Ansprechpartner und dass man sich gut aufgehoben fühlt und direkt im Headquarter anrufen muss, da geht so ein bisschen, jetzt persönliche geht sowieso verloren und wir sind einfach ein Dialog geprägtes Unternehmen und da könnte es in Zukunft, wenn das gut funktioniert, schon so eine Rolle geben, Buddy System oder Mentor oder lass es auch Führungskraft getauft werden. Aber direkte Unterstützung vor Ort könnte bei Erreichen einer bestimmten Größe schon schon spannend werden. | I believe that it will be necessary to look at the benefits on site. Perhaps we should also offer something like a buddy system on site, because there are no managers in the remote office. That means that a manager could be installed to take care of all areas, because it's a diverse bunch, but someone is still on site as a contact person and you feel you're in good hands and you have to call headquarters directly, because a little bit of personal contact is lost anyway and we're simply a dialog-driven company and in the future, if that works well, there could be a role like that, buddy system or mentor or let it be called manager. But direct on-site support could be exciting once we reach a certain size. |
| 32 | 00:13:32 | I | Es ist immer noch, trotz Remote Work Strategie, das Thema Kommunikation ein wichtiger Punkt in der Unternehmenskultur. | Despite the remote work strategy, communication is still an important aspect of the corporate culture. |
| 33 | 00:13:40 | C4 | Absolut, absolut. Also das waren vielleicht auch die Learnings. Wir haben auch über unsere Personalberater Leute gefunden, die wir dann in Wien eingestellt haben, die aber auch bei uns zuerst das Boarding gemacht haben und dann nach einem Monat nach zwei nach Wien gegangen sind. Und plötzlich war die Erkenntnis aus dem Fachbereich bei uns im Haus wieder da. Das ist doch ganz schwierig und wir brauchen die doch bei uns. Und wie machen wir das und wie kriegen wir das denn her? Also es funktioniert nicht in allen Fällen 100 % reibungslos. Das muss man | Absolutely, absolutely. So maybe that was also the learning. We also found people through our personnel consultants, who we then hired in Vienna, but who also did the boarding with us first and then went to Vienna after one month after two. And suddenly the realization came back to us from the specialist department. This is very difficult and we need them here. And how do we do that and how do we get them here? Well, it doesn't work 100% smoothly in all cases. That has to be said very, very clearly. Sometimes the "aha" effect comes from the department. No, I need the person here with me at least three days a week. I have |

| | | | | |
|----|----------|----|--|---|
| | | | <p>schon mal ganz, ganz klar sagen. Manchmal kommt dann der Aha-Effekt aus dem Fachbereich heraus. Nein, ich brauche die Person mindestens drei Tage die Woche hier bei mir. Ich muss sie greifen können, ich muss sie fühlen können. Ich muss mit ihr reden können und ihr in die Augen schauen. Ist aber sehr viel auch Thema Führung. Mit wie viel Veränderung kann ich umgehen? Es liegt da auch in der Mitte.</p> | <p>to be able to touch her, I have to be able to feel her. I have to be able to talk to them and look them in the eye. But a lot of it is also about leadership. How much change can I handle? It's also in the middle.</p> |
| 34 | 00:14:40 | I | <p>Da sind wir schon beim nächsten Thema Barrieren. Aber was waren wirklich die größten Hindernisse für? Oder aktuell immer noch für die Remote Work Strategie im Unternehmen?</p> | <p>That brings us to the next topic, barriers. But what were really the biggest obstacles for? Or currently still for the remote work strategy in the company?</p> |
| 35 | 00:14:51 | C4 | <p>Also eigentlich genau das. Über das wir jetzt gerade geredet haben, dass die Fachbereiche dann doch die Erkenntnis hatten, es wäre mir lieber, die Leute im Haus zu haben und nicht so weit weg und hunderte oder tausende Kilometer entfernt. Sicher auch Sprachbarrieren. Wir haben uns auch dafür entschieden, dass wenn die Leute in Wien arbeiten und sie zum Beispiel einem einen IT Job nachgehen, dass das durchaus internationaler werden darf. Stellt sich dann aber als zusätzliche Hürde heraus. Also da muss man sich schon gut vorbereiten, oder oder muss schon die Kompetenzen im Haus haben oder in der Gruppe, damit dann auch ein Teamwork funktionieren kann.</p> | <p>So actually that's exactly it. What we have just been talking about is that the departments then realized that I would prefer to have the people in house and not so far away and hundreds or thousands of kilometers away. Certainly also language barriers. We also decided that if the people work in Vienna and they have an IT job, for example, that this can definitely become more international. But that turns out to be an additional hurdle. So you have to prepare yourself well, or you have to have the competencies in-house or in the group, so that teamwork can function.</p> |
| 36 | 00:15:30 | I | <p>Also es sind wirklich die Führungskräfte gefordert? Das wird immer auch den Teamspirit zustande bringen.</p> | <p>So it's really the managers who are called upon? That will always bring about the team spirit.</p> |
| 37 | 00:15:38 | C4 | <p>Genau die haben vor Ort keine Veranstaltungen. Die können sich nicht mal zu einer Weihnachtsfeier oder oder zum Geburtstag eben in der Runde aufstellen. Das sind alles Kleinigkeiten, die die fehlen. dann dort vor Ort wirklich zur Gänze.</p> | <p>Exactly they have no events on site. They can't even get together for a Christmas party or a birthday party. These are all little things that are missing. then there on site really to the whole.</p> |
| 38 | 00:15:57 | I | <p>Und sie hatten das Thema Sprachbarrieren aufgegriffen. Das heißt also, das ist jetzt auch Ihre Unternehmenssprache. Abseits von Deutsch und das wird dadurch schwierig. Bei internationalen Talenten.</p> | <p>And they had taken up the issue of language barriers. So that means that is now also your corporate language. Away from German and that becomes difficult as a result. With international talent.</p> |

| | | | | |
|----|----------|----|--|--|
| 39 | 00:16:14 | C4 | Wird bei internationalen Talenten schwieriger. Aber auch da steckt mehr in der Transformation. Und es gibt Bereiche, wo das schon völlig reibungslos funktioniert und überhaupt kein Thema mehr ist. Aber es gibt immer noch andere Bereiche, die vielleicht vor paar Jahren sich noch gar nicht so schwer getan haben im Recruiting und bei der Suche nach Spezialisten. Die kommen jetzt natürlich ins Schleudern und da ist es dann schon mehr als nur ein Pilot und mehr als nur eine Herausforderung. | This is more difficult with international talent. But there, too, there is more to the transformation. And there are areas where this already works completely smoothly and is no longer an issue at all. But there are still other areas that perhaps didn't have such a hard time recruiting and finding specialists a few years ago. Now, of course, they're starting to hit the skids, and it's more than just a pilot and more than just a challenge. |
| 40 | 00:16:47 | I | Gab es noch andere Herausforderungen oder Barrieren, die rechtliche Barrieren bei der Einführung von Remote Office oder Remoteworkpositionen. | Were there any other challenges or barriers that legal barriers to implementing remote office or remote work positions. |
| 41 | 00:16:58 | C4 | Auf vertraglicher Basis? Jetzt nicht. | On a contractual basis? Not now. |
| 42 | 00:17:04 | I | Arbeitsrechtlich oder? | Labor law or? |
| 43 | 00:17:07 | C4 | Nein. Nein also, da wär uns jetzt noch nichts bekannt. | No. No, we don't know anything about that yet. |
| 44 | 00:17:14 | I | Wo würden Sie sonst noch auf Barrieren stoßen? Und wo sind sie sonst noch auf Barrieren gestoßen im Unternehmen? | Where else would you encounter barriers? And where else have you encountered barriers in the company? |
| 45 | 00:17:24 | C4 | Es war sicher am Anfang mühsam, mal alle abzuholen, damit alle dann auch dafür sind und das Commitment für dieses Remote Office abgeben. Und zwar vor allem auch die Geschäftsführung und auch die Fachbereiche. Am einfachsten war es natürlich bei der IT, weil wir speziell für die IT am Anfang gesucht und geschaut haben. Jetzt hat sich das Ganze aufgelockert und es ist für alle möglich geworden. Ähnlich wie beim Thema Homeoffice. Wenn das alle machen können, dann. Dann gibt es wenige, die drüber schimpfen und die, die zu kritisieren anfangen und mit Fingern auf andere zeigen. Also es war am Anfang sicher nicht klar, dass wir das für alle anbieten können. Und seit das aber offiziell ist und diese Varianten auch für andere Bereiche gelten, ist das Thema auch ad acta gelegt worden. | It was certainly difficult at the beginning to get everyone on board so that they were all in favor and committed to this remote office. Especially the management and the departments. Of course, it was easiest with IT, because we looked and looked specifically for IT at the beginning. Now the whole thing has loosened up and it has become possible for everyone. It's similar to the home office issue. If everyone can do it, then. Then there are a few who grumble about it and those who start criticizing and pointing fingers at others. So it certainly wasn't clear at the beginning that we would be able to offer this to everyone. But since it became official and these variants also apply to other areas, the issue has been shelved. |
| 46 | 00:18:15 | I | Anderes wichtiges Thema, oftmals bei Remote Work Positionen ist das Thema Mitarbeiter Loyalität zur Firma. Wir haben es kurz angesprochen, dass die | Another important issue, often with remote work positions, is the issue of employee loyalty to the company. We briefly touched on the issue of remote workers not being able to |

| | | | | |
|----|----------|----|---|--|
| | | | Remote Mitarbeiter nicht an Weihnachtsfeier teilnehmen können oder einfach die Kommunikation fehlt zwischen Teammitgliedern mit dem mit dem Headquarter. Wie gehen Sie mit dieser Situation um? | attend Christmas parties, or simply a lack of communication between team members with the one at headquarters. How do you deal with this situation? |
| 47 | 00:18:41 | C4 | Da steht vor allem die Führungskraft wieder in der Verantwortung, regelmäßig in Kontakt zu bleiben mit den Leuten im Remote Office. Sei das Meeting wöchentlich oder monatlich monatlich halte ich schon für sehr, sehr wenig. Aber wöchentlich vielleicht mal eine halbe Stunde Zeit nehmen und einfach gegenseitigen Update zu geben, Jour fix zu gestalten, die Person aber auch natürlich über Teams Besprechungen zu Teambesprechungen dazu holen, auch zu Wort kommen lassen, da ganz gut zuhören. Also wichtig, dass es nicht nur um Themen geht, die das Headquarter betreffen, sondern auch das Thema in Wien und Feldkirch bei uns. Also da wirklich gutes, gutes Gehör unter einen guten Zuhörer spielen, nicht nur spielen, sondern auch wirklich sein. | It's the manager's responsibility to stay in regular contact with the people in the remote office. Whether the meeting is weekly or monthly, I think it's very, very little. But taking half an hour every week and simply giving each other an update, organizing a jour fix, and of course bringing the person to team meetings via team meetings, letting them have their say, and listening very carefully. So it's important that it's not just about topics that affect the headquarters, but also the topic in Vienna and Feldkirch with us. So it's important to play a really good, good ear under a good listener, not just to play, but to really be. |
| 48 | 00:19:35 | I | Weiteres Thema ist oftmals die Leistungsbeurteilung von Mitarbeitern. Es gibt den Begriff Leistungsparadox Führungskräfte und Mitarbeiter, welche unterschiedliche Meinungen haben. Was ist die bessere Performance? Wie steht ihr zu dem Thema oder wie könnte man damit umgehen? | Another topic is often the performance appraisal of employees. There is the term performance paradox managers and employees who have different opinions. What is the better performance? What is your opinion on this topic or how could it be handled? |
| 49 | 00:19:57 | C4 | Also ich. Kann mir das sehr kurz halten, weil eine wirkliche Leistungserfassung, gibt es bei uns im Haus in der Form nicht. Das heißt, wir haben ganz viel auf Vertrauensbasis und Homeoffice und Remote Office. Das passiert beides auf Vertrauen und ein paar Prozent werden sich wahrscheinlich nicht an alle Regeln halten. Das ist uns sehr wohl bewusst. Die paar Prozent, die werden wir aber akzeptieren. Dafür haben wir ganz viele andere, die die Arbeit trotzdem verlässlich machen und wo es keine Kontrolle braucht. Glücklich gemacht. Und das hat auch mit Retention, mit Mitarbeiterbindung zu tun. Wenn die Leute ein gewisses Vertrauen von uns bekommen und | So I. I can keep it very short, because we don't have any real performance recording in this form in our company. That means we have a lot of trust-based and home office and remote office. That both happens on trust and a few percent probably won't follow all the rules. We are very well aware of that. But we will accept those few percent. In return, we have a whole lot of others who do the work reliably anyway and where there's no need for control. Happily done. And that also has to do with retention, with employee loyalty. If people get a certain trust from us and don't feel constantly controlled, then they stay longer. So that's something we say we're committed to. Of course, if there are any irregularities on a regular basis, we'll look into it. But so far, |

| | | | | |
|----|----------|----|---|---|
| | | | sich nicht ständig kontrolliert fühlen, dann bleiben sie auch länger. Also das ist etwas, wo wir sagen, das hängen wir uns auf die Fahnen. Wenn natürlich Auffälligkeiten regelmäßig aufploppen, dann werden wir das auch prüfen. Aber bis dato geht es uns da vor allem um das Thema Vertrauen und und Mitarbeiterbindung ist eigentlich ein hässliches Wort. Nennen wir es Retention. | we're primarily concerned with the issue of trust and employee retention, which is actually an ugly word. Let's call it retention. |
| 50 | 00:21:08 | I | Ihr gebt den Mitarbeitern einen Vertrauensvorschuss. Dass man sagt Okay, wir vertrauen euch, ihr macht euren Job, und passt. | You're giving employees the benefit of the doubt. That you say okay, we trust you, you do your job, and pass. |
| 51 | 00:21:17 | C4 | Und gute Arbeit wird ja auch gesehen. Und wir kommen heute sehr oft interessanter Weise auf das Thema Führungskraft. Aber das liegt dann auch wieder in der Verantwortung der jeweiligen Führungskraft zu wissen Was macht denn mein Mitarbeitende dort überhaupt? Und macht er es überhaupt? Und kommt er weiter, kommen wir nicht weiter. Was sind die Themen? Wie gut bin ich upgedatet? Also dieses Tandem ist für mich ein Faktor, der mit Erfolgsgeschichte wird. | And good work is also seen. And today, we very often come to the topic of leadership in an interesting way. But that is also the responsibility of the respective manager to know what my employee is doing there in the first place. And is he doing it at all? And are we getting anywhere, are we not getting anywhere. What are the topics? How well am I up to date? For me, this tandem is a factor in the success story. |
| 52 | 00:21:45 | I | Braucht es also, die Führungskraft muss anders denken. Wie jetzt wenn alle Mitarbeiter im Büro sind. | So it needs, the manager must think differently. Like now when all employees are in the office. |
| 53 | 00:21:52 | C4 | Ich finde ja. | I find yes. |
| 54 | 00:21:56 | I | Dann können wir zum nächsten Punkt gehen. Vorteile. Wir haben es eh kurz angesprochen, weitere als mehr Talente oder gegen Fachkräftemangel haben. Welche weiteren Vorteile gibt es für Ihr Unternehmen durch die Remote Work Strategie? | Then we can go to the next point. Advantages. We touched on it briefly anyway, other than having more talent or against skills shortages. What other benefits are there for your company from the remote work strategy? |
| 55 | 00:22:13 | C4 | Ähm, ja, ich kann es so zusammenfassen Fachkräftemangel, das Thema nachhaltiges Anreißern, das Thema Retention, Mitarbeiterbindung, das Thema, aber auch Personalmarketing. Man fällt damit auf. Man kann damit sichtbarer werden, Also auch die Marke. Man hat Content. Also ja, das sind diese Vorteile, die wir jetzt auf die Schnelle aufzählen kann. | Um, yes, I can summarize it like this, shortage of skilled workers, the topic of sustainable tapping, the topic of retention, employee retention, the topic, but also personnel marketing. It makes you stand out. You can become more visible with it, so also the brand. You have content. So yes, these are the advantages that we can now list in a nutshell. |

| | | | | |
|----|----------|----|---|---|
| 56 | 00:22:43 | I | <p>Also, dass man das sich XXXXXX als attraktiven Arbeitgeber präsentieren kann und nicht nur in Vorarlberg, sondern auch darüber hinaus. Darüber hinaus. Wie würden Sie internationale Talente anziehen? Also gezielt Marketingaktionen außerhalb oder über Personalberater, externe Dienstleister.</p> | <p>In other words, that XXXXXX can present itself as an attractive employer, not only in Vorarlberg, but also beyond. Beyond that. How would you attract international talent? Targeted marketing campaigns outside the company or via personnel consultants, external service providers.</p> |
| 57 | 00:23:10 | C4 | <p>Das sind natürlich die Social Media Kanäle, die weltweit überall am besten funktionieren. Und beim Thema Recruiting ist es aktuell. Das kann sich aber rasch wieder ändern. Sich hier, LinkedIn. Und auf LinkedIn verwenden wir sowas wie Talentsolution, wo wir mittels Jobslots, Jobs Wrapping und Sponsored Content versuchen, unsere Jobs zu platzieren. Die werden teilweise auch von der Homepage gezogen und wieder gespiegelt. Man kann aber auch kleine Kampagnen dazu schalten. Das funktioniert sehr gut. Es macht mittlerweile nur schon jeder und es suchen alle händeringend. Deswegen gibt es da auch einen Überfluss an Angeboten. Wer da eine bessere Idee hat, ist herzlich willkommen und kann zu mir kommen und mir das zeigen. (lacht) Also wir schauen uns alle Social Media Kanäle an. Ob das LinkedIn ist, ob es Facebook ist, vor allem in der Lehre, ob das TicToc, ob das Instagram ist, ob das Reddit ist, ob wir in Zukunft über Meta und über Avatare rekrutieren. Wir sind dran. Aber da muss noch einiges passieren.</p> | <p>These are, of course, the social media channels that work best everywhere in the world. And when it comes to recruiting, it's current. But that can change again quickly. Its here, LinkedIn. And on LinkedIn we use something like Talentsolution, where we try to place our jobs by means of job slots, job wrapping and sponsored content. Some of them are also pulled from the homepage and mirrored again. But you can also add small campaigns. This works very well. Meanwhile, everyone is doing it and everyone is desperately looking. That's why there is an abundance of offers. Anyone who has a better idea is more than welcome to come and show me. (laughs) So we look at all the social media channels. Whether that's LinkedIn, whether it's Facebook, especially in teaching, whether that's TicToc, whether that's Instagram, whether that's Reddit, whether we recruit through meta and through avatars in the future. We're on it. But there's a lot that needs to happen.</p> |
| 58 | 00:24:26 | I | <p>Die wo Remote mitarbeiten, wie integriert ihr diese in ihr Team oder in bestehende Teams, vor allem.</p> | <p>Those where remote collaborate, how do you integrate them into their team or existing teams, especially.</p> |
| 59 | 00:24:35 | C4 | <p>In der Onboarding Phase mit der Verpflichtung, dass sie bei uns vor Ort sein müssen und dann regelmäßige Besuche, die angeordnet sind. Das heißt, die Reise wird nur angetreten, wenn es auch wirklich vom Unternehmen gewünscht ist. Und außerhalb, wenn es Veranstaltungen gibt, dann wird die Person natürlich auch informiert und herzlich dazu eingeladen. Wenn Sie Wandertag machen oder wenn die Fachbereiche oder die einzelnen</p> | <p>In the onboarding phase with the obligation that they have to be on site with us and then regular visits that are ordered. That is, the trip is only made when it is really desired by the company. And outside, if there are events, then of course the person is also informed and cordially invited. If you have a hiking day or if the departments or the individual divisions organize parties, then they should also come.</p> |

| | | | | |
|----|----------|----|--|---|
| | | | Bereiche Feste organisieren, dann sollten sie auch kommen. | |
| 60 | 00:25:11 | I | Klar gibt es auch Vorteile für bestehende Mitarbeiter, die durch die Remote durch die Remote Work Strategie profitieren. | Clearly, there are benefits to existing employees who benefit from the remote through remote work strategy. |
| 61 | 00:25:21 | C4 | Ja, wir haben die Möglichkeit, über Outlook sowohl in Feldkirch als auch in Wien Arbeitsplätze zu reservieren. Das muss man immer vor vor dem jeweiligen Arbeitstag erledigt haben. Und das kann ganz gut mit Reisen, aber auch mit Urlaub einmal in Kombination gebraucht werden. Wien ist doch auch die Landeshauptstadt und da gibt es schon vielleicht ein, zweimal im Jahr die Möglichkeit hin zu reisen und dann vielleicht sogar noch in Kombination mit Ich arbeite auch noch einen Tag zuvor oder einen Tag danach. Also da besteht schon auch für die Mitarbeitenden vor Ort ein gewisser Benefit. | Yes, we have the possibility to reserve workstations via Outlook in Feldkirch as well as in Vienna. This must always be done before the respective workday. And that can be used quite well in combination with travel, but also with vacation. Vienna is also the provincial capital and there is perhaps once or twice a year the possibility to travel there and then perhaps even in combination with I also work one day before or one day after. So there is also a certain benefit for the employees on site. |
| 62 | 00:26:09 | I | Gibt es ein Instrument, wie Ihr die Vorteile misst, oder? | Is there an instrument how you measure the benefits, or? |
| 63 | 00:26:14 | C4 | Nein, also das ist wirklich einfacher Reporting und überhaupt noch, wie schon erwähnt, die Auslastung, die man testen. | No, so that's really easier reporting and at all still, as I mentioned, the workload that you test. |
| 64 | 00:26:32 | I | Home Office haben wir auch vorher kurz angesprochen, steht es auch jedem Mitarbeiter zur Verfügung, oder? | Home office we also briefly touched on before, is it also available to every employee, right? |
| 65 | 00:26:41 | C4 | Ja, und auch da gibt es bei uns keine Vorgaben im Vertrag, also sprich was andere Firmen haben. Zwei Tage Homeoffice, zwei Tage im Büro oder jeden Freitag Homeoffice. Nein, das ist bei uns hemdsärmeliger. Das ist wirklich auch wieder, wie beim Remote Office ist es im Dreieck Aufgabe, Themen, Person, wenn es gut abgeklärt, gut abgestimmt ist kommuniziert wurde und sichtbar im Kalender ist, dann geht das in Ordnung. Es darf dem jeweiligen Mitarbeitenden nur nicht die Argumentation ausgehen, wenn die Führungskraft oder das Team nachfragt Was machst du denn eigentlich im Home Office? Das darf nicht passieren. | Yes, and we don't have any specifications in our contract either, i.e. what other companies have. Two days at home, two days in the office, or home office every Friday. No, that's more casual with us. It's really the same as with the remote office, it's a triangle of task, topics, person, if it's been well clarified, well coordinated, communicated and is visible in the calendar, then that's fine. The employee in question must not run out of arguments when the manager or the team asks "What are you actually doing in the home office? That must not happen. |

| | | | | |
|----|----------|----|---|--|
| 66 | 00:27:24 | I | Für die Flexibilität für Mitarbeiter, dass es sein Privatleben und Geschäftsleben besser kombinieren kann. | For the flexibility for employees that it can better combine his personal life and business life. |
| 67 | 00:27:33 | C4 | Absolute Flexibilität. Und auch das zeigt wieder darauf hin, dass Mitarbeitende sich hoffentlich auch wohlfühlen, weil sie das auch selbst entscheiden dürfen. Zu einem gewissen Grad natürlich mit dem Team. Aber eigentlich entscheiden sie schon selbst. | Absolute flexibility. And that again points to the fact that employees hopefully also feel comfortable because they are also allowed to decide that for themselves. To a certain extent, of course, with the team. But actually they decide for themselves. |
| 68 | 00:27:50 | I | Also wieder stark Vertrauensvorschuss für die Mitarbeitenden? | So again strong leap of faith for employees? |
| 69 | 00:27:55 | C4 | Absolut, absolut. Ja, das ist bei uns eine riesige Herausforderung. Wir haben 7,000 Mitarbeitende aktuell. Und von diesen 7,000 können sich 3,500 nicht im Home Office arbeiten, weil sie entweder in der Produktion tätig sind oder als Facharbeiter im Zweischichtbetrieb und an der Anlage arbeiten. Diesen Genuss haben vor allem die Mitarbeitenden aus dem Bürobereich. Und das sind bei uns die ITler. Das sind bei uns die Leute mit betriebswirtschaftlichen Aufgaben und das sind auch zu einem gewissen Grad die Techniker. | Absolutely, absolutely. Yes, that is a huge challenge for us. We currently have 7,000 employees. And of those 7,000, 3,500 can't afford to work in a home office because they're either on the production floor or they're skilled workers working two shifts and on the plant floor. This enjoyment is mainly enjoyed by employees from the office area. And with us, these are the IT people. With us, these are the people with business management tasks and, to a certain extent, these are also the technicians. |
| 70 | 00:28:28 | I | Gibt es da Konflikte zwischen den unterschiedlichen Fachbereichen oder wird das zähneknirschend akzeptiert? | Are there conflicts between the different departments or is this grudgingly accepted? |
| 71 | 00:28:39 | C4 | Konflikte habe ich noch keine erlebt. Vielleicht ist das auch noch alles zu früh, aber zähneknirschend. Da würde ich unterschreiben. Leute, die aufgrund ihrer Aufgabe und da haben wir wieder das schöne Dreieck keine Möglichkeit haben, im Remote Office oder im Home Office zu arbeiten. Wir haben natürlich weniger Verständnis dafür und sie haben auch weniger Verständnis dafür, wenn die Leute regelmäßig im Home Office oder im Remote Work sind, weil sie es einfach selbst nicht machen können und sich vielleicht deswegen gar nicht vorstellen können. Also zähneknirschend, keine Konflikte, aber zähneknirschend. | I have not yet experienced any conflicts. Maybe it's all too soon, but grudgingly. I would sign off on that. People who, because of their job and there we have the beautiful triangle again, don't have the opportunity to work remotely or in a home office. We have less understanding for that, of course, and they also have less understanding for it if people are regularly in the home office or remote work because they simply can't do it themselves and maybe can't even imagine it because of that. So grudgingly, no conflicts, but grudgingly. |
| 72 | 00:29:20 | I | Okay. Ja, super, danke. Denn wären wir man mal durch. Ich bedanke mich herzlich. Ich stopp die Transkription. | Okay. Yeah, great, thanks. Because we would be one times through. Thank you very much. I'll stop the transcription. |

Interview C5

| Row | Time-stamp | Speaker | German | English - Translation |
|-----|------------|---------|--|---|
| 1 | 00:00:02 | I | Ich nehme nur am Schluss das Audiomaterial. | I only take the audio at the end. |
| 2 | 00:00:06 | C5 | Okay, okay. | Okay. |
| 3 | 00:00:08 | I | Danke, XXXXXX, dass du Zeit gefunden hast für das Interview mit mir. Dann würden wir schon gleich mit der ersten Frage beginnen. Welche Erfahrungen haben Sie in der Vergangenheit oder aktuell mit Remote Work Konzepten gemacht? | Thank you, XXXXXX, for finding time for the interview with me. Then we would start right away with the first question. What experiences have you had in the past or currently with remote work concepts? |
| 4 | 00:00:22 | C5 | Ja, danke Manuel, danke über die Möglichkeit dir für dieses Interview Support zu geben. Wir haben ganz unterschiedliche Erfahrungen gemacht. Muss man aber, glaube ich präzisieren. Wir haben eine Home Office Policy, wo in dem Bereich, wo es möglich ist, ein Tag Homeoffice pro Woche jedem Mitarbeiter zusteht. Das betrifft natürlich nicht die Produktion, dort geht es nicht. Wir haben seit neuestem jetzt auch ein Pilotprojekt, was abseits dieser, dieser Homeoffice Policy läuft. Und zwar wir haben einen Mitarbeiter eingestellt, der in Graz lebt und hier am Standort aber eine zentrale Produktmanager Funktion ausfüllt. Und das ist jetzt unser wirklich unser Pilotprojekt, wo wir wirklich über Remote Work sprechen und uns dort auch unsere Erfahrungen und manchmal auch blutige Nase holen müssen. Wir haben das Thema Homeoffice Policy. Ein Tag pro Woche. Gar kein Problem. Das Thema Remote Work bedeutet dann wirklich auch, dass ich jetzt die Erfahrung in den ersten Wochen, dass die Führungskräfte und auch das Unternehmen und das Kollegium sich umstellen müssen, weil einfach nicht mehr so viel auf Zuruf machen kannst. Du kannst nicht einfach mal schnell in die andere Abteilung über rennen oder an den anderen Schreibtisch und mal geschwind was klären. | Yes, thank you Manuel, thank you for the opportunity to support you for this interview. We have had very different experiences. But I think we have to be more precise. We have a home office policy where every employee is entitled to one day of home office per week in the area where it is possible. Of course, this does not apply to production, where it is not possible. We have also recently launched a pilot project that runs outside of this home office policy. We have hired an employee who lives in Graz, but has a central product manager function here at the site. And this is now really our pilot project, where we really talk about remote work and also have to get our experience and sometimes bloody nose there. We have the home office policy. One day a week. No problem at all. The issue of remote work also means that I have experienced in the first few weeks that managers and the company and the colleagues have to adjust because you simply can't do so much on demand. You can't just quickly run over to the other department or to the other desk and quickly sort something out. |

| | | | | |
|---|----------|----|---|---|
| 5 | 00:01:55 | C5 | <p>Das funktioniert so einfach nicht. Dementsprechend ist ein sehr großer Organisationsaufwand in Führungszeichen, aber auf jeden Fall eine organisatorische Umstellung für alle Bereiche, die da irgendwo als Schnittstelle mit fungieren. Persönliche Meinungsäußerung meinerseits. Remote Work Possibility ist die Zukunft, wenn man kann als Unternehmen, als Arbeitgeber natürlich ganz laut schreien Wir haben den Fachkräftemangel und das ist alles nicht mehr so, wie es vor 20 Jahren war. Das Gejammer, tschuldigung, dass ich das so sagen muss, wird aber niemanden weiterhelfen. Das heißt, die Arbeitgeber und Unternehmen zähle ich jetzt auch XXXXXX mit dazu, werden sich in den Bereichen bzw. für die Positionen, wo es einfach möglich ist, hauptsächlich administrative Bereiche, durchaus Gedanken machen müssen, dass sie wie Remote Work zulassen. Was aber aus und das ist das Wichtigste aus meiner Sicht, was aber auch für die Führungskräfte bedeutet, dass sie sich auch in der Führung wahnsinnig umstellen müssen.</p> | <p>It simply doesn't work that way. Accordingly, there is a very large organizational effort in quotation marks, but in any case an organizational change for all areas that are involved somewhere as an interface. Personal opinion on my part. Remote Work Possibility is the future, if you can as a company, as an employer of course scream quite loudly We have the shortage of skilled workers and everything is no longer as it was 20 years ago. But the whining, sorry to say it, is not going to help anyone. This means that employers and companies, including XXXXXX, will have to think about allowing remote work in areas and positions where it is simply possible, mainly in administrative areas. However, what is most important from my point of view, and what also means for the managers, is that they will have to make a huge adjustment in their management.</p> |
| 6 | 00:03:03 | I | <p>Waren dazu Änderungen bei der Home Office Policy oder auch jetzt bei der 100% Remote Stelle. Hat es da zu irgendwelche organisatorische Veränderungen gegeben?</p> | <p>Were there any changes to the home office policy or the 100% remote position? Have there been any organizational changes?</p> |
| 7 | 00:03:13 | C5 | <p>Bei der Home Office Policy nicht. Organisatorisch Veränderungen brauchte es nicht, da eh jeder Mitarbeiter hier mit einem Laptop ausgestattet ist. Wir haben keine festen Desktop PCs, sondern alle mit Laptop. Da musste wirklich nichts organisatorisch umgestellt werden. Wir arbeiten über Microsoft Teams. Dementsprechend ist da die Digitalisierung schon so weit vorangeschritten, dass das funktioniert. Bei dem Thema Remote Work brauchte es. Für die Zeit, wo dieser Mitarbeiter im Homeoffice arbeitet. Keine Umstellung organisatorisch. Es braucht aber definitiv eine Organisation für die Tage, wo er hier ist, weil er nicht zu 100 % remote arbeitet, sondern</p> | <p>Not with the home office policy. Organizational changes were not necessary, since every employee here is equipped with a laptop anyway. We don't have any fixed desktop PCs, but everyone has a laptop. There was really no need to make any organizational changes. We work with Microsoft Teams. Accordingly, digitization is already so far advanced that it works. The issue of remote work needed to be addressed. For the time when this employee works in the home office. No organizational changeover. But it definitely needs an organization for the days when he's here, because he doesn't work 100% remotely, but somewhere between 50% and 75%. And accordingly, of course, there is organizational effort to find him</p> |

| | | | | |
|----|----------|----|--|---|
| | | | irgendwo zwischen 50 und 75 %. Und dementsprechend ist natürlich auch organisatorischer Aufwand, ihm hier am Standort eine Unterkunft zu suchen. Und auch das Thema. Fahrticket mit der ÖBB usw. Das ist die Organisation, die hier stattfinden musste. Sonst wie gesagt, alle mit Laptop und Smartphone ausgestattet. Da braucht es nix mehr. | accommodation here at the site. And also the topic. Travel ticket with ÖBB, etc. That is the organization that had to take place here. Otherwise, as I said, all equipped with laptop and smartphone. There it needs nothing more. |
| 8 | 00:04:29 | I | Eure Remote Strategie ist ja aktuell in der Pilotphase. Aber wie misst ihr den Erfolg oder wie wollt ihr den Erfolg messen der Remote Strategie? | Your remote strategy is currently in the pilot phase. But how do you measure the success or how do you want to measure the success of the remote strategy? |
| 9 | 00:04:46 | C5 | Den Erfolg bei diesem Pilotprojekt melden wir über die ganz normale Goals und Targets-Vereinbarung. Jeder Mitarbeiter in diesem Bereich hat ein Jahresgespräch am Anfang, wo die Ziele und die Zielvorgaben festgelegt werden. Und nach sechs Monaten wird eine Zwischenevaluierung durchgeführt. Ein Zwischenfeedback. Ziele können sich verändern, wie bisher gesehen logischerweise. Und dann, am Ende des Jahres, gibt es das offizielle Jahresgespräch oder die der Zielerreichung festgelegt wird. Wir arbeiten in diesem Bereich über viel in Projekten. Die Projekte sind dann klar definiert für die Mitarbeiter und dann über den Projektstand oder Status wird der Erfolg gemessen. | We report the success of this pilot project via the normal Goals and Targets agreement measure. Every, every employee in this area has an annual meeting at the beginning where the goals and targets are set. And after six months, an interim evaluation is done. Interim feedback. Goals can change, as seen so far logically. And then, at the end of the year, there is the official annual meeting or that is set of the achievement of objectives. We work in this area about much in projects. The projects are then clearly defined for the employees and then about the project status or status is measured success. |
| 10 | 00:05:36 | I | Ok danke, welcher Art oder welche Arten von Arbeitsplätzen sind geplant, bei der Remote Work Strategie teilnehmen zu können? | Ok thanks, what type or types of jobs are planned to be able to participate in the remote work strategy? |
| 11 | 00:05:48 | C5 | Das ist hauptsächlich Vertrieb und Vertriebsnahebereiche. Wir haben auch mal das Thema in der IT diskutiert. Momentan sind wir aber als Unternehmen. Nicht für die IT, beispielsweise nach Indien, wo viele Fachkräfte in diesem Bereich sind, auszulagern. | This is mainly sales and sales-related areas. We also discussed the topic in IT at one point. At the moment, however, we are as a company. Not in favor of outsourcing IT, for example, to India, where there are many skilled workers in this area. |
| 12 | 00:06:09 | I | Okay. Dann können wir schon zum Zweiten Punkt gehen, Überlegungen. Was waren wirklich die Hauptgründe für das Aufsetzen der Remote Work Strategie? | Okay. Then we can move on to the second point, considerations. What were really the main reasons for setting up the remote work strategy? |

| | | | | |
|----|----------|----|---|--|
| 13 | 00:06:21 | C5 | Tatsächlich ist der in Anführungszeichen Fachkräftemangel, so in der Definition Fachkräfte, wie wir sie uns für diese Position wünschen. Diese Position war ausgeschrieben, ganz klassisch. Wir haben es auch aktiv versucht zu rekrutieren. Aber Vorarlberg war als Markt nahezu leer in Anführungszeichen. Leer, bedeutet hier die potenziellen Kandidaten. Kandidatinnen sind alle in der Beschäftigung gewesen und auch nicht wechselwillig, was verschiedenste Gründe hatte. Und dementsprechend haben wir dann beschlossen, wir müssen uns in unseren Radius einfach erweitern und sind dann in der Steiermark fündig geworden. | In fact, the shortage of skilled workers in quotes, so in the definition skilled workers as we want them for this position. This position was advertised, quite classically. We also actively tried to recruit it. But Vorarlberg was almost empty as a market in quotation marks. Empty here means the potential candidates. Candidates were all in employment and also not willing to change, which had a variety of reasons. And accordingly, we decided that we simply had to expand our radius and found what we were looking for in Styria. |
| 14 | 00:07:08 | I | Der Hauptgrund war, aktiv proaktiv gegen den Fachkräftemangel vorzugehen. | The main reason was to actively proactively combat the shortage of skilled workers. |
| 15 | 00:07:13 | C5 | Genau. Es gab natürlich auch Gedanken, diese Position mit einem weniger berufserfahrene Kollegen oder eine Kollegin zu besetzen, dem Nachwuchs die Chance zu geben, ihn zu fördern und auszubilden und dahin zu bringen. Da wurde dann aber unsererseits entschieden. Hört sich jetzt blöd an, aber die Zeit haben wir in diesem Fall ausnahmsweise mal nicht. Normalerweise sind wir als Unternehmen sehr, nennen wir es mal fördernd. Gerne auch Quereinsteiger, gerne auch jemand, der frisch ins Berufsleben startet. Da diese Position aber so essenziell ist und momentan ein Alleinstellungsmerkmal hat, mussten wir leider entscheiden, dass wir hier tatsächlich jemanden mit Berufserfahrung brauchen, der schnellst möglich durchstarten kann. Somit war Zeitdruck auch noch dahinter. | Exactly. Of course, there were also thoughts of filling this position with a colleague with less professional experience, to give young people the chance to promote and train them and to bring them there. But then it was decided on our part. It sounds stupid now, but for once we don't have the time in this case. Normally, we as a company are very, let's call it, supportive. We're also happy to take on lateral hires, and we're also happy to take on someone who's just starting out in their career. However, since this position is so essential and currently has a unique selling point, we unfortunately had to decide that we really need someone with professional experience who can get started as quickly as possible. So time pressure was also behind it. |
| 16 | 00:08:16 | I | Haben Sie irgendwelche Faktoren nicht berücksichtigt bei der Einführung der Remote Work Strategie? Oder gab es irgendwelche Überraschungen, bei der sie erst später draufgekommen sind? | Were there any factors you didn't take into account when implementing the remote work strategy? Or were there any surprises that you didn't realize until later? |
| 17 | 00:08:30 | C5 | Es gab eine Überraschung. Das ist aber ein menschliches Lernen gewesen. Wir hätten die Dinge schriftlich fixieren sollen, dann | There was a surprise. But that was a human learning experience. We should have put things in writing, then it would have been less of a basis for discussion afterwards. |

| | | | | |
|----|----------|----|---|---|
| | | | wäre es im Nachgang weniger Diskussionsgrundlage gewesen. | |
| 18 | 00:08:49 | I | Okay. Welche Faktoren haben Sie bei der Entwicklung berücksichtigt? Zum Beispiel rechtliche Themen oder organisatorische? | Okay. What factors did you consider in the development? For example, legal issues or organizational issues? |
| 19 | 00:09:02 | C5 | Es sind. Hauptsächlich Recht, arbeitsrechtliche Themen gewesen sind organisatorische Themen gewesen. Genau das, was du gerade angesprochen hast. Es wurde auch die familiäre Situation des neuen Kollegen bzw. der neuen Kollegin auch in Berücksichtigung genommen und auch was für uns ich nenne es, familiäres und auch familienfreundliches Unternehmen sind auch sehr wichtig ist. Unsere Überzeugung ist ein Remote Work Arbeitsplatz oder eine Remote Anstellung kann nur dann funktionieren, wenn auch die Familie mitspielt. Weil Remote Work alles ist ein schönes, schöner Begriff. Ein schönes Wort bedeutet aber natürlich auch, dass es durchaus notwendig sein kann, auch mal persönlich vor Ort am Standort zu sein. Das geht nur, wenn auch die Familie mitspielt. | There have been. Mainly law, labor law issues have been organizational issues. Exactly what you just mentioned. It was also the family situation of the new colleague or the new colleague also taken into consideration and also what for us I call it, family and also family-friendly company are also very important. Our conviction is a remote work place or a remote employment can only work if the family also plays along. Because remote work everything is a nice, nice term. But a nice term also means, of course, that it may well be necessary to be on site in person from time to time. This is only possible if the family also plays along. |
| 20 | 00:09:59 | I | Immer noch der persönliche Kontakt zwischen neuen Mitarbeiter und bestehenden Team ist ein wichtiger Faktor. | Still the personal contact between new employees and existing team is an important factor. |
| 21 | 00:10:07 | C5 | Genau die Onboarding Phase ist extrem wichtig. Aus unserer Sicht. Weil. Ich kann nur dann erfolgreich aus einer Remote Position heraus arbeiten. Wenn ich gut eingearbeitet werde und das Team und die Schnittstellen drum herum auch ein Verständnis dafür mitbringen. Sonst. Wird man, vermute ich, persönlich sehr schnell und sehr rasch auf verlorenem Posten stehen und sich nicht der Organisation und dem Unternehmen zugehörig fühlen können. | Exactly the onboarding phase is extremely important from our point of view. Because. I can only be successful. Work from a remote position. If I am well trained and the team and the interfaces around it also have an understanding of it. Otherwise. One will, I suspect, be personally very quickly and very quickly in a lost position and not be able to feel part of the organization and the company. |
| 22 | 00:10:47 | I | Der kritische Faktor ist das der Mitarbeiter eine Nähe zum Unternehmen spürt, das er den Teamspirit hat. | The critical factor is that the employee feels a closeness to the company, that he has the team spirit. |

| | | | | |
|----|----------|----|---|---|
| 23 | 00:10:55 | C5 | Wir haben das Thema natürlich an den Vertriebsstandorten, auch wenn wir jetzt hier über die USA oder Australien oder Indien sprechen, zum Beispiel. Das sind offizielle Standorte, wo natürlich auch Teams vor Ort sind. Aber dort sind die Vertriebler beispielsweise auch nicht alle immer am Standort. Wenn wir jetzt über Indien zum Beispiel sprechen, ist der Standort in Pune im Süden von Indien. Es gibt aber auch einen Vertriebler, der in Delhi sitzt. Das ist nicht gerade der nächste Weg, wo ich ihn in 30 Minuten erreiche. Das heißt, dieser Mitarbeiter muss natürlich auch besonders geführt werden und auch eine, ich nenne es jetzt einfach besondere Aufmerksamkeit bekommen. Denn sonst wird er sehr schnell nicht mehr das Unternehmenslogo vertreten können. Weil er einfach. Ja, ich bin hier sowieso ein Einzelkämpfer. Ich muss schauen, dass ich irgendwie den Kopf über Wasser halten und meine Ziele erreichen kann. | Of course, we have the issue at the sales locations, even if we are now talking about the USA or Australia or India, for example. These are official locations where teams are of course also on site. But the sales staff there, for example, are not all always at the site. If we talk about India, for example, the location is in Pune in the south of India. But there is also a sales person who is based in Delhi. That's not exactly the closest way where I can reach him in 30 minutes. This means, of course, that this employee must be given special management and, I'll just call it special attention. Otherwise, he will very quickly no longer be able to represent the company logo. Because he simply. Yes, I'm a lone warrior here anyway. I have to somehow keep my head above water and achieve my goals. |
| 24 | 00:12:00 | I | Wie haben Sie entschieden, welches Remote Work Konzept am besten zu Ihrem Unternehmen passt? | How did you decide which remote work concept best suited your business? |
| 25 | 00:12:07 | C5 | Es war eine Bauchentscheidung. | It was a gut decision. |
| 26 | 00:12:11 | I | Eine Art Adhoc Entscheidung, wir brauchen genau das jetzt. | Kind of an ad hoc decision, we need that right now. |
| 27 | 00:12:13 | C5 | Genau. Wir brauchen das Jetzt und jetzt müssen wir schauen, dass man da irgendwie eine Lösung generieren. Das ist aber keine große Evaluation oder Benchmarking davor. | Exactly. We need it now, and now we have to see if we can somehow generate a solution. But that's not a big evaluation or benchmarking beforehand. |
| 28 | 00:12:25 | I | Welche Schritte würden Sie unternehmen, um den Erfolg Ihrer Remote Work Strategie zu gewährleisten? Also gibt es noch zusätzliche Maßnahmen, die Sie ergreifen, um gerade auch die Remote Mitarbeiter im Vertrieb zu unterstützen? | What steps would you take to ensure the success of your remote work strategy? So are there any additional measures you are taking to support remote employees in sales in particular? |

| | | | | |
|----|----------|----|---|--|
| 29 | 00:12:42 | C5 | <p>Ja, die gibt es definitiv. Wir haben gerade bei den Vertriebsmitarbeitern für die für die Onboarding Phase ein internationales Vertriebsstraining etabliert, mittlerweile, wo viermal im Jahr stattfindet. Wir schauen, dass die Mitarbeiter und Mitarbeiterinnen im Vertrieb so eingestellt werden, dass sie dann innerhalb der ersten 4 bis 8 Wochen an diesem Vertriebsstraining teilnehmen können. Es ist findet immer am Headquarter hier statt und dauert dann zwei Wochen. Einerseits natürlich Hintergrund, dass Fachliches Knowhow vermittelt wird, andererseits Hintergrund, dass auch ein Gefühl für die Denkweise des Unternehmens und auch ein Bekanntmachen mit denen mit den Schnittstellen Funktionen stattfindet. Und das ist der dritte Grund. Das ein Networking und Kennenlernen und Verstehen unter den Vertrieblern aus den verschiedensten Regionen stattfindet. Der soziale Aspekt ist dabei, behaupte ich, fast noch wichtiger als der fachliche technische Aspekt.</p> | <p>Yes, there definitely is. We have just established an international sales training program for sales employees for the onboarding phase, which now takes place four times a year. We make sure that sales employees are recruited in such a way that they can take part in this sales training within the first 4 to 8 weeks. It always takes place at the headquarters here and lasts two weeks. On the one hand, of course, the background is that technical know-how is imparted, on the other hand, the background is that a feeling for the company's way of thinking and also familiarization with those with the interface functions takes place. And that is the third reason. Networking and getting to know and understand each other among the sales people from different regions. I would say that the social aspect is almost more important than the technical aspect.</p> |
| 30 | 00:13:55 | I | <p>Das wirkliche eine gute Teambindung entsteht. Dann können wir schon zum nächsten Punkt gehen. Was waren die größten Hindernisse für Remote Work in Ihrem Unternehmen?</p> | <p>That really creates a good team bond. Then we can move on to the next point. What were the biggest obstacles to remote work in your company?</p> |
| 31 | 00:14:14 | C5 | <p>Es war ein. Einerseits emotionale Hindernisse. Emotional deswegen, weil es natürlich eine neue Art von Arbeiten und Führen ist, wie schon vorhin angesprochen. Andererseits, weil natürlich die letzten Jahre und Jahrzehnte hier bewiesen haben, dass es aus verschiedenen Gründen auf die, ich nenne es mal die traditionelle Art auch gut funktioniert hat. Dann war es tatsächlich ein. Auch ein bisschen eine Scheu davor dieses, sich diesen Herausforderungen von Remote Work zu stellen. Es ist natürlich auch, ich nenne es einfacher an alt hergebrachten Tugenden oder althergebrachten Verhaltensweisen festzuhalten, als sich auf neue Verhaltensweisen einzulassen. Es besteht immer das Risiko, dass es nicht so flüssig läuft, wie man sich das</p> | <p>It was one. On the one hand, emotional obstacles. Emotionally, because it is of course a new way of working and leading, as I mentioned earlier. On the other hand, because, of course, the last years and decades here have proven that for various reasons, the, I'll call it the traditional way has also worked well. Then it was actually a. Also a bit of a shyness about this, to face these challenges of remote work. Of course, it's also, I'll call it easier to hold on to old-established virtues or old-established behaviors than to engage in new behaviors. There's always the risk that things won't run as smoothly as you might wish because one or another aspect or factor wasn't considered beforehand. At the end of the day. But the decision was made to start this pilot project now because the pressure or the pain, I'll call it, was</p> |

| | | | | |
|----|----------|----|---|---|
| | | | vielleicht wünscht, weil der eine oder andere Aspekt oder Faktor nicht betrachtet wurde im Vorfeld. Am Ende des Tages. War aber doch die Entscheidung dahingehend, dass dieses Pilotprojekt jetzt gestartet wird, weil der, ich nenne es mal der Druck bzw. der Schmerz zu groß war, diese Position unbesetzt zu lassen. | too great to leave this position unfilled. |
| 32 | 00:15:50 | I | Das heißt, es hat schon mit den traditionellen "Wir sind alle verort im Headquarter". Hat das etwas mit Vertrauen zu tun, was mein Mitarbeiter geben muss dass er effektiv bzw. unkontrolliert arbeiten kann? | That is, it already has to do with the traditional "We are all located in the headquarters". Does this have anything to do with trust, which my employee has to give so that he can work effectively or uncontrolled? |
| 33 | 00:16:02 | C5 | Von Unternehmensseite her nicht. Das Vertrauen in die Kollegen und Kolleginnen ist von Unternehmensseite her auf jeden Fall da. Das ist auch eine persönliche Meinungsäußerung meinerseits als HR Business Partner. Ich kann Mitarbeiter oder Arbeitserfolge der Leistungserbringung auch nicht kontrollieren wenn die Menschen hier vor Ort sind. Denn niemand steht nebendran und schaut auf beispielsweise meinen Bildschirm und schaut , was ich den ganzen Tag mache. Ich könnte jetzt auch lustig irgendwelche Youtubevideos anschauen, die jetzt nichts mit der Arbeit zu tun haben. Das würde trotzdem über einen gewissen Zeitraum kein Mensch mitkriegen. Dementsprechend der Kontrollfaktor ist es nicht. Es ist tatsächlich der organisatorische und Abstimmungsfaktor. Wir haben weil Teams einfach anders zu führen sind und auch anders zu organisieren sind, wenn sie nicht alle regelmäßig am gleichen Fleck vor Ort sind. | Not from the company side. The company definitely has confidence in its colleagues. This is also a personal opinion on my part as HR Business Partner. I can't control employees or the success of their performance when people are here on site. Because no one stands next to me and looks at my screen, for example, and sees what I do all day. I could also watch some funny YouTube videos that have nothing to do with my work. Nevertheless, over a certain period of time, no one would notice. Accordingly, the control factor is not. It's actually the organizational and coordination factor. We have teams that simply have to be managed differently and organized differently if they are not all regularly on site in the same place. |
| 34 | 00:17:05 | I | Das heißt, es braucht ein Umdenken der Führungskräfte oder der direkten Vorgesetzten? | Does this mean that a change in thinking is needed on the part of managers or direct supervisors? |
| 35 | 00:17:09 | C5 | Genau. | Exactly. |
| 36 | 00:17:12 | I | Wird/ Ist geplant, in Zukunft zum Beispiel diese Führungskräfte zu schulen, wenn das Pilotprojekt erfolgreich ist? | Will/ Are there plans to train these managers in the future, for example, if the pilot project is successful? |

| | | | | |
|----|-----------|----|---|---|
| 37 | 00:17:18 | C5 | Ja, definitiv. Selbst wenn es jetzt nicht erfolgreich werden würde der Need ist auf jeden Fall da, dass die Führungskräfte sich mit den Führungsskills für New Work und Remote Work vertraut machen und sich diese auch aneignen. Das ist bei uns definitiv fixiert, dass wir dort spätestens in 2024 damit anfangen werden. | Yes, definitely. Even if it doesn't become successful now, the need is definitely there for managers to familiarize themselves with the leadership skills for new work and remote work and to acquire them. We have definitely decided that we will start with this in 2024 at the latest. |
| 38 | 00:17:46 | I | Gab es noch weitere Hindernisse für Remote Work oder Homeoffice. Außer den genannten? | Were there any other barriers to remote work or home office. Besides the ones mentioned? |
| 39 | [00:17:54 | C5 | Nein. | No. |
| 40 | 00:17:57 | I | Ok. Das Thema Mitarbeiterloyalität ist oftmals auch ein Thema bei Remote Work Positionen. Wie seht ihr das als Unternehmen oder auch aus Sicht von der HR. | Ok. Employee loyalty is often an issue with remote work positions. How do you see this as a company or from the perspective of HR? |
| 41 | 00:18:11 | C5 | Salopp gesagt schmerzfrei. Ich kann die Loyalität halten, egal ob jemand jetzt hier vor Ort am Standort sitzt oder ob er von mir aus in Spanien sitzt und dort eher so die Einzelkämpferposition einnimmt. Kann ich Loyalität dadurch hochhalten, dass ich dem Mitarbeiter oder der Mitarbeiterin Aufmerksamkeit zukommen lassen, ihr regelmäßig Feedback gebe und mich auch um sie kümmere. Dann fühlt man sich einer Organisation zugehörig, fühlt man sich verstanden und gehört und dann ist die Loyalität ungemein größer. Und das macht aus meiner persönlichen Wahrnehmung keinen Unterschied, ob die Person oder der Kollege oder die Kollegin hier im Radius von 50 Metern sitzt oder ob er 3000 Kilometer entfernt ist. | To put it bluntly, pain-free. I can maintain loyalty, regardless of whether someone is based here on site or whether he or she is based in Spain and is more of a lone wolf. I can maintain loyalty by paying attention to the employee, giving him or her regular feedback and taking care of them. Then you feel you belong to an organization, you feel understood and heard, and then loyalty is immensely greater. And in my personal perception, that makes no difference whether the person or the colleague is sitting here within a radius of 50 meters or whether he or she is 3,000 kilometers away. |
| 42 | 00:19:04 | I | Also wieder Thema Führungskräften. | So again topic managers. |
| 43 | 00:19:11 | C5 | Führung und Zusammenarbeit. Sind aus meiner persönlichen Position heraus, die die Game Changer bzw. auch die Kill Kriterien. Wenn ich mich um eine Person nicht kümmere, wenn ich ihr keine Aufmerksamkeit zukommen lasse, dann kann ich die tollsten, schönsten Benefits, egal ob wir da über den viel gescholtenen Obstkorb sprechen oder was weiß ich, was es alles gibt mittlerweile. Wird mir alles nichts bringen, wenn die Person sich nicht | Leadership and collaboration. From my personal position, these are the game changers and also the kill criteria. If I don't take care of a person, if I don't pay attention to them, then I can have the greatest, most beautiful benefits, regardless of whether we're talking about the much-maligned fruit basket or whatever else there is now. None of this will do me any good if the person doesn't feel good. And feeling good is an emotional issue, not a monetary or benefits issue. |

| | | | | |
|----|----------|----|--|--|
| | | | wohlfühlt. Und Wohlfühlen ist ein emotionales Thema und kein monetäres oder Benefits Thema. | |
| 44 | 00:19:54 | I | Das Thema Leistung haben wir kurz angesprochen und Leistungserbringung. Der Begriff Leistungsparadox ist dir geläufig? | We have briefly touched on the topic of performance and performance delivery. Are you familiar with the term performance paradox? |
| 45 | 00:20:02 | C5 | Ja. | Yes. |
| 46 | 00:20:03 | I | Und wie bewertest du den? Oder könnte es dadurch zu Problemen kommen im Unternehmen oder zwischen Führungskraft und Mitarbeiter/ Remote Mitarbeiter? | And how do you rate that? Or could this lead to problems within the company or between managers and employees/remote employees? |
| 47 | 00:20:15 | C5 | Könnte mit Sicherheit zu Problemen kommen. Aktuell wäre mir aber keine problematische Situation hierzu bekannt. Ausschließen möchte ich das aber nicht. Wenn natürlich Erwartungshaltungen auseinandergehen wenn dann zumindest. Da sind wir aber auch wieder bei dem Punkt, Kommunikation. Probleme, entstehen oftmals dann, wenn die Kommunikation nicht klar genug durchgeführt wird. | This could certainly lead to problems. However, I am not currently aware of any problematic situation in this regard. However, I would not like to rule it out. Of course, if expectations diverge, then at least. But that brings us back to the point of communication. Problems often arise when communication is not clear enough. |
| 48 | 00:20:52 | I | Das heißt wirklich klare Kommunikation und auch ein Regelwerk wie Remote Work oder wie der Arbeitstag eines Remote Workers auszusehen hat, schlussendlich. | That means really clear communication and also a set of rules about how remote work or what a remote worker's workday should look like, ultimately. |
| 49 | 00:21:03 | C5 | Zumindest nicht jeder Arbeitstag auszusehen hat. Aber welche, welche Ziele erreicht werden sollen. Das ist auch persönliche Meinung meinerseits. Wäre ich jetzt Führungskraft in einem Unternehmen, es wäre mir vollkommen egal, wie der Arbeitstag des Mitarbeiters aussieht. Weil ich führe nicht durch Anwesenheit oder oder irgendwelche harten Kriterien, sondern ich führe durch Ziele und Leistung. Am Ende des Tages möchte ich ein Ergebnis zu einem bestimmten Projekt oder einer bestimmten Aufgabe haben und das in einem gewissen Zeitrahmen, der definiert ist. Wenn sich in diesem Projekt oder in diesem Zeitraum was ändern sollte, dann gibt es eine Abstimmung. | At least not every working day has to look. But which, which goals are to be achieved. This is also my personal opinion. If I were a manager in a company, I wouldn't care at all what the employee's working day looks like. Because I don't lead by attendance or any hard criteria, but I lead by goals and performance. At the end of the day, I want to have a result on a certain project or a certain task and I want to have it in a certain time frame that is defined. If something should change in that project or in that time frame, then there is a vote. Why does something change? Why is the project delayed? Why is it going faster than expected? And at the end of the day, it's always about performance that should lead to a certain result. Not about attendance. |

| | | | | |
|----|----------|----|--|---|
| | | | <p>Warum ändert sich was? Warum verzögert sich das Projekt? Warum läuft es schneller als gedacht? Und am Ende des Tages geht es immer um eine Leistung, die zu einem gewissen Ergebnis führen soll. Nicht um die Anwesenheit. Natürlich kann ich in, wenn ich, mal wieder bei dem Thema sind, mittlerweile. Dank auch dank der Medien das Thema vier Tage Woche. Gibt es ja unterschiedliche Ansichten und unterschiedliche Auslegungen. Einer vier Tage Woche. Ich als Person behaupte, mit 32 Stunden.</p> | <p>Of course I can in, if I, times again with the topic are, meanwhile. Thanks also thanks to the media the subject of four-day week. There are yes different views and different interpretations. One four-day week. I as a person claim, with 32 hours.</p> |
| 50 | 00:22:32 | C5 | <p>Werden wir oder wird sich die Wirtschaft keinen Gefallen tun. Ich als Person behaupte aber auch, dass mit einer 38 oder 40 Stunden Woche kein Arbeitnehmer überfordert ist, egal in welcher Position er sich befindet. Dementsprechend, Ja, ich werde in 40 Stunden mehr leisten können als bei 32 Stunden pro Woche. Es bedeutet nicht, dass man 40 Stunden durcharbeitet. Weil das ist nicht möglich, dass man acht Stunden am Tag wirklich durchgeackert wie ein Roboter oder wie eine wie eine künstliche Intelligenz. Das wird nicht funktionieren. Das funktioniert nicht. Aber auch diese, diese ich nenne es jetzt Social Activities, beispielsweise Abstimmungen auch mal für zehn Minuten bei einem Kaffee mit den Kollegen oder mit mit Schnittstellen. Das ist auch Arbeit und das ist wichtig, denn nur so komme ich als großes Ganzes weiter.</p> | <p>We will or the economy will not do itself any favors. However, I as a person also maintain that with a 38 or 40 hour week, no employee is overworked, no matter what position they are in. Accordingly, Yes, I will be able to do more in 40 hours than I could at 32 hours a week. It doesn't mean that you're going to get 40 hours of only work done. Because that's not possible, that you're really plowing through eight hours a day like a robot or like a like an artificial intelligence. That's not going to work. That's not going to work. But also these, these I call it now social activities, for example voting for ten minutes over a coffee with colleagues or with interfaces. That's work, too, and it's important, because it's the only way I can make progress as a whole.</p> |
| 51 | 00:23:27 | I | <p>Dann sind die Soft Skills wirklich wichtig.</p> | <p>Then the soft skills are really important.</p> |
| 52 | 00:23:32 | C5 | <p>Ja</p> | <p>Yes</p> |
| 53 | 00:23:32 | I | <p>Okay, wenn wir eh schon zum letzten Punkt gehen. Vorteile. Welche weiteren Vorteile könnte eine Remote Work Strategie für ihr Unternehmen haben? Außer den, ich habe einen weiteren Talent pool. Gibt es noch zusätzliche?</p> | <p>Okay, if we're going to the last point anyway. Benefits. What other benefits could a remote work strategy have for your company? Besides the, I have another talent pool. Are there any additional ones?</p> |
| 54 | 00:23:53 | C5 | <p>Ich würde behaupten, dass eine Remote Work Strategie ist eine ausgedehnte Remote Work Strategie. Auch ein gewisses mehr an Flexibilität geben wird. Aber es wird hauptsächlich der Recruiting</p> | <p>I would argue that a remote work strategy is an extended remote work strategy. Will also give some more flexibility. But it's mainly going to be the recruiting pool that's going to decide do or die at the end of the day.</p> |

| | | | | |
|----|-----------|----|--|--|
| | | | Pool sein, der am Ende des Tages über do or die entscheiden wird. | |
| 55 | 00:24:24 | I | Also wirklich, das must have von der der Remote Work Strategie ist der Talentepool . | So really, the must have of the remote work strategy is the talent pool . |
| 56 | [00:24:35 | C5 | Ja | Yes |
| 57 | 00:24:35 | I | Wie würden Sie vorgehen, um wirklich internationale Talente anzuziehen, gerade bei Spezialistenrollen? Die so wie man von außerhalb von Österreich womöglich anderssprachige Länder. | How would you go about attracting truly international talent, especially for specialist roles? The way you would from outside of Austria possibly other language countries. |
| 58 | 00:24:48 | C5 | <p>Da gilt es zu unterscheiden, ob diese Talente dann in ihrem und ihrer Heimatregion eingestellt werden sollen oder ob sie ans Headquarter kommen sollen und dort eingestellt werden sollen. Es gibt gerade im Vertrieb gibt es unterschiedliche Varianten. Wir haben sowohl Vertriebler, die hier eingestellt sind, aber in ihrer Heimatregion aus arbeiten wirklich 100 % remote. Und dann gibt es natürlich auch Vertriebler, die wir beispielsweise in in Kanada rekrutiert haben und hierher holen. Das ist nur ein Beispiel. Es hat unterschiedliche Vor und Nachteile. Wenn ich jemanden in seinem Heimat, in seiner Heimatregion einstelle und auch dort arbeiten lasse, dann muss ich relativ wenig organisieren. Ich muss die IT Devices organisieren, ich muss die, die zu. Die die Berechtigungen für die einzelnen Software und Tools organisieren. Und damit ist das Thema erst mal erledigt. Wenn ich dann als Arbeitgeber. Egal wer das ist, dann auch noch freundlich bin, dann gebe ich ihm am besten auch noch einen Zuschuss dafür, dass er sich noch im Homeoffice wirklich einrichten kann mit Drucker und höhenverstellbaren Schreibtisch.</p> | <p>A distinction has to be made here as to whether these talents are then to be hired in their and their home region or whether they are to come to headquarters and be hired there. There are different variants, especially in sales. We have both sales people who are hired here, but work in their home region from really 100% remote. And then, of course, there are also sales people that we have recruited in Canada, for example, and bring here. That's just one example. It has different pros and cons. If I hire someone in their home country, in their home region, and also have them work there, then I have to organize relatively little. I have to organize the IT devices, I have to organize the, the to. Which organize the permissions for the individual software and tools. And that takes care of the issue for now. If I then as an employer. No matter who that is, then I'm still friendly, then I'd best also give him a subsidy so that he can really set himself up in the home office with a printer and a height-adjustable desk.</p> |

| | | | | |
|----|----------|----|---|---|
| 59 | 00:26:04 | C5 | Wenn ich natürlich jemanden rekrutiere in einem anderen und in einer anderen Region, am besten noch außerhalb der EU aus einem Drittstaat, dann gibt es noch viel mehr zu organisieren. Dann muss ich das Thema Arbeitserlaubnis mit organisieren als Arbeitgeber. Dann muss ich natürlich auch das Thema Wohnung mit organisieren. Ich muss irgendwo ein Onboarding nicht nur im Unternehmen, sondern auch in der neuen Region organisieren. Es gibt ja nichts Schlimmeres, als wenn ich. Ausland Land X nach Land Y und ziehe. Ich kenne keinen Menschen, ich habe keinen Anschluss, erstmal ich muss mich erst mal resozialisieren. Und auch da ist der Arbeitgeber dann gefordert, das zu unterstützen, zu unterstützen oder sogar vollumfänglich zu organisieren. Diese zwei Themen gibt es aus meiner Sicht zu unterscheiden. | Of course, if I recruit someone in another country and in another region, preferably outside the EU from a third country, then there is a lot more to organize. Then I have to organize the issue of work permits as an employer. Then, of course, I also have to organize the issue of housing. I have to organize onboarding somewhere, not only in the company but also in the new region. After all, there is nothing worse than when I. Abroad country X to country Y and move. I don't know anyone, I don't have a connection, first of all I have to resocialize. And here, too, the employer is required to support, assist or even fully organize this. In my view, these two issues need to be distinguished. |
| 60 | 00:26:53 | I | Und wie wie läuft die Integration von Remote Workern in bestehende Teams über Onboarding? Das intensive Onboarding am Anfang und dann anschließend der Integration in die Team Prozesse der Team-Meetings regelmäßig. | And how does the integration of remote workers into existing teams work via onboarding? The intensive onboarding at the beginning and then subsequent integration into the team processes of team meetings on a regular basis. |
| 61 | 00:27:09 | C5 | Ja, aktuell über tatsächlich über die über das Onboarding und wir haben kein Mentoring Programm derzeit etabliert. Das übernehmen die Teams aus eigener Motivation auch selber. Zwar ist aktuell von unserer Seite nicht vorgegeben. | Yes, currently about actually about onboarding and we don't have a mentoring program currently established. The teams also do this themselves out of their own motivation. Although it is not currently specified from our side. |
| 62 | 00:27:32 | I | Kurz vorher haben wir kurz noch Flexibilität, hast du Flexibilität genannt für Mitarbeiter wäre das ein Vorteil, was die derzeitigen Mitarbeiter im Unternehmen betreffen könnte. Es kann ein guter Vorteil sein, damit sie ihr Privatleben und Geschäftsleben besser kombinieren können? | Just before that we have briefly flexibility, did you call flexibility for employees would that be a benefit, which could affect the current employees in the company. It can be a good advantage for them to better combine their personal life and business life? |
| 63 | 00:27:55 | C5 | Da fragst du jetzt genau denjenigen, der eher die traditionelle Ansicht hat. | Now you're asking the very person who has a more traditional view. |
| 64 | 00:28:02 | I | Passt auch | Also fits |

| | | | | |
|----|----------|----|--|---|
| 65 | 00:28:03 | C5 | <p>Aus meiner Position und aus meiner Erfahrung heraus und aus meiner Position heraus behaupte ich nein, denn das Einzugsgebiet für die Mitarbeiter, die hier am Standort arbeiten, da reden wir von einem Radius von 50 Kilometern. Und aus, aus meiner Warte heraus sage ich, naja eine halbe Stunde zur Arbeit und der halbe Stunde von der Arbeit nach Hause kann ich dahingehend sinnvoll nutzen, dass ich in der früh Geistig hochfahren und abends geistig runterfahren kann und dann auch wirklich einen Cut machen kann und mich dann auf mein Familienleben oder mein Privatleben konzentrieren kann. Dementsprechend Flexibilität in Form einer Homeoffice Regelung. Ja. So wie wir sie aktuell haben oder vielleicht auch ausgedehnt, dass man das auf zwei Tage ausdehnt, das ja auf der anderen Seite 100 % Remote Work, wenn ich jetzt nicht außerhalb eines 50 Kilometer Radius arbeite. Wird kein Unterschied machen.</p> | <p>From my position and from my experience and from my position, I say no, because the catchment area for the employees who work here at the site, we're talking about a radius of 50 kilometers. And from my point of view, I say, well, I can make good use of half an hour to work and half an hour from work to home, so that I can mentally ramp up in the morning and mentally ramp down in the evening and then really make a cut and then concentrate on my family life or my private life. Accordingly, flexibility in the form of a home office arrangement. Yes. The way we currently have it or maybe extended that to two days, that yes on the other hand 100% remote work if I don't work outside a 50 kilometer radius now. It won't make any difference.</p> |
| 66 | 00:29:05 | I | <p>Also wäre es hauptsächlich, wäre es mitunter Standort abhängig. Zum Beispiel von Bregenz jeden Tag herpendeln oder von, keine Ahnung, irgendwo Bregenzerwald. Dann würde e mitunter Sinn machen. Aber derzeit eher nicht, wenn Mitarbeiter nahe beim Headquarter sind.</p> | <p>So it would be mainly, it would be sometimes location dependent. For example, commuting from Bregenz every day or from, I don't know, somewhere in Bregenzerwald. Then it would make sense. But currently rather not, if employees are close to the headquarters.</p> |
| 67 | 00:29:23 | C5 | <p>Also ich selber bin 55 Kilometer vom Headquarter entfernt beheimatet. Wenn es normal läuft brauche über die Autobahnanbindung brauche ich 35 Minuten. Wenn ich im Zug war, war ich eine knappe Stunde. Aber die Zugfahrt kann ich auch schon nutzen, um dann den Laptop von mir aus, nachdem ich meinen Kaffee im Zug getrunken habe, dann hochzufahren zu. Also. Flexibilität ist mit Sicherheit wichtig und mit Sicherheit gerade im Recruiting ein ganz, ganz wichtiges Thema. Ob ich das ins, Exzessive ausarbeiten muss. Als mittelständisches Industrieunternehmen bezweifle ich. Startups oder oder IT Unternehmen, die irgendwo in diesem Dunstkreis oder Marketingunternehmen, die,</p> | <p>I myself am located 55 kilometers from the headquarters. When things are running normally, it takes me 35 minutes to get there via the freeway. When I was on the train, it took me just under an hour. But I can also use the train ride to boot up my laptop after I've had my coffee on the train. So flexibility is certainly important, and it's certainly a very, very important issue in recruiting. Whether I have to work that out in the, Exzessive. As a medium-sized industrial company, I doubt. Startups or or IT companies that are somewhere in this haze or marketing companies, those that have a company size of up to 20 employees for all I care. They have it much easier. And there it also makes much more sense. I don't see it with</p> |

| | | | | |
|----|----------|----|--|--|
| | | | die von mir aus eine Betriebsgröße bis 20 Mitarbeiter haben. Die haben es da wesentlich einfacher. Und da ist es auch wesentlich sinnvoller. Bei einem produzierenden Industrieunternehmen mit 400 Mitarbeitern am Standort sehe ich es nicht. | a manufacturing industrial company with 400 employees at the site. |
| 68 | 00:30:30 | I | Okay. Denkst du Homeoffice Regelungen oder Remote Work Regelungen wenn eigentlich nicht alle Abteilungen und teilhaben könne... Siehst du da Konfliktpotential? | Okay. Do you think home office arrangements or remote work arrangements when actually not all departments can participate? Do you see any potential for conflict there? |
| 69 | 00:30:47 | C5 | Auch da sind wir wieder beim Zwischenmenschlichen. Irgendeiner wird sich immer benachteiligt fühlen. Das ist so. Und am Ende des Tages ist das ist, glaube ich, ein ganz, ganz menschliches Verhalten. Du kannst nicht jeden glücklich machen. Es wird sich nicht spielen, weil dann der Eisverkäufer sein muss. Das ist, glaube ich, der einzige Beruf, der jeden glücklich machen kann. Es muss für, im besten Fall natürlich nahezu 100 % praktikabel und vorteilhaft und flexibel sein. Aber es muss auch gewisse Guidelines geben. Denn ohne Guidelines funktioniert ein Kollektiv in diesem Format nicht mehr. Und dann gibt es Missverständnisse. Da sind wir bei dem Thema Kommunikation und wo Missverständnisse entstehen. Habe ich ein Problem. Guidelines, aber deswegen und nicht fixe Regelungen, weil das gerade beim Thema Flexibilität ist, wird immer die Ausnahme von der Regel geben, die vielleicht eine besondere Betrachtung braucht. Die wird es immer geben. Und ich glaub das ist auch jetzt wieder persönliche Überzeugung, wenn ein Unternehmen diese Flexibilität bieten kann. Dann hat es, als Arbeitgeber und als Rekrutierender Arbeitgeber definitiv ein Vorteil. | Here, too, we are back to interpersonal issues. Someone will always feel disadvantaged. That's just the way it is. And at the end of the day, I think that's very, very human behavior. You can't make everybody happy. It's not going to play out because then be the ice cream vendor. That's, I think, the only profession that can make everybody happy. It has to be practical and beneficial and flexible for, at best, of course, almost 100%. But there must also be certain guidelines. Because without guidelines, a collective in this format doesn't work anymore. And then there are misunderstandings. That brings us to the topic of communication and where misunderstandings arise. Do I have a problem. Guidelines, but that's why and not fixed rules, because that's just on the topic of flexibility, there will always be the exception to the rule, which may need special consideration. There will always be. And I believe that this is again a personal conviction, if a company can offer this flexibility. Then it definitely has an advantage as an employer and as a recruiting employer. |
| 70 | 00:32:11 | I | Super. Zur letzten Frage würden sich diese Vorteile messen lassen gegenüber den Mitarbeitern oder gegenüber dem Unternehmen? | Super. On the last question, would these benefits be measured against the employees or against the company? |

| | | | | |
|----|----------|----|--|---|
| 71 | 00:32:21 | C5 | <p>Gibt der verschiedenste Ansätze dazu, wie man diese, diese Vorteile und auch Nachteile messen möchte oder messen könnte. Ich behaupte ja, und da ist es. Ich habe einen Zusatz Tool auch eine Mitarbeiter Umfrage in einem gewissen Abstand. Denn allein über die Fluktuation oder den Krankheitsstand kann ich noch relativ wenig aussagen. Es gibt Branchen, wo die Fluktuation einfach grundsätzlich höher ist. Es gibt Branchen oder auch Arbeitsplätze und Arbeitsgebiete, wo der Krankheitsstand schon mal grundsätzlich höher ist, aufgrund der körperlichen Anstrengung oder geistiger Anstrengung oder was auch immer. Lässt sich auf jeden Fall messen durch solche KPIs, wie sie bekannt sind. Aber ich bin der Überzeugung, dass auch eine Mitarbeiterumfrage in regelmäßigen Abständen sehr, sehr sinnvoll ist und das wirklich in ein Best mögliches, voll umfängliches Bild bringen zu können.</p> | <p>Is the most diverse approaches to this, how one would like to measure or could measure these, these advantages and also disadvantages. I claim yes, and there it is. I have an add-on tool also an employee survey at some distance. Because I can still say relatively little about turnover or sick leave alone. There are industries where the fluctuation is simply fundamentally higher. There are industries or even workplaces and work areas where the sickness rate is fundamentally higher, due to physical exertion or mental exertion or whatever. It can definitely be measured by such KPIs as they are known. But I am convinced that an employee survey at regular intervals is also very, very useful and can really give the best possible, fully comprehensive picture.</p> |
| 72 | 00:33:22 | I | <p>Ja, danke. Jetzt sind wir schon am Ende.</p> | <p>Yes, thank you. Now we are already at the end.</p> |

Interview C6

| Row | Time-stamp | Speaker | German | English - Translation |
|-----|------------|---------|---|---|
| 1 | 00:00:07 | I | Danke vorab, dass du dich bereit-erklärt hast für mein Interview oder Teilnahme an der Masterarbeit. Und dann können wir eigentlich gleich mit dem ersten, dem Themenblock beginnen. Welche Erfahrungen hast du in der Vergangenheit mit Remote Work Konzepten gemacht wie Homeoffice, 100 % Remote oder teilweise onsite und im Homeoffice. Welche Erfahrungen hast du/ Ihr im Unternehmen damit gemacht? | Thank you in advance for agreeing to do my interview or participate in the master's thesis. And then we can actually start right away with the first, the topic block. What experiences have you had in the past with remote work concepts like home office, 100% remote or partly onsite and home office. What experiences have you/your company had with this? |
| 2 | | C6 | Ja, Danke für die Einladung. Ich mache das sehr gerne, Manuel und tausche mich hier gerne aus. Zum Remote vielleicht, remote, ist ein großes Wort, aber so Home Office haben wir schon sehr viele Jahre Erfahrung. Ich bin jetzt über 20 Jahren im Unternehmen. Wir waren damals im Vertrieb noch eine kleine Mannschaft mit maximal zehn Mitarbeitern. Inzwischen haben wir 300 Vertriebsmitarbeiter weltweit bzw. in Europa. Und die Kollegen im Vertrieb arbeiten eigentlich seit über 20 Jahren quasi remote, sondern sie starten immer von ihrer Homebase Richtung Kunde und die waren immer schon entsprechend ausgestattet, dass sie nicht von zu Hause aus gearbeitet haben. Grundsätzlich, wenn es so zurückschauen, sehr viel Erfahrung sammeln können. Und der Vertrieb ist ja jetzt mal ein klassischer Verkäufer. Wahrscheinlich zwischen vier, maximal zehnmal im Haus, je nachdem, ob ein Event ist oder nicht. Ansonsten ist er immer von zu Hause aus am Arbeiten. Man könnte fast sagen 100 % remote. | Yes, thank you for the invitation. I am doing it very gladly, Manuel and exchange me here gladly. To the remote maybe, remote, is a big word, but so home office we have very many years of experience. I'm now over 20 years in the company. Back then, we were still a small team in sales with a maximum of ten employees. We now have 300 sales employees worldwide or in Europe. And our colleagues in sales have actually been working remotely for more than 20 years. They always start from their home base in the direction of the customer, and they were always equipped accordingly so that they didn't work from home. Basically, looking back, they have been able to gain a lot of experience. And the sales department is now a classic salesperson. Probably between four and ten times a day, depending on whether there's an event or not. Otherwise, he is always working from home. You could almost say 100% remote. |
| 3 | 00:01:45 | I | Das heißt aktuell mit Home Office Regelungen ist hauptsächlich der vertriebsnahe Bereich gemeint. | This means that currently home office regulations mainly refer to sales-related areas. |

| | | | | |
|---|----------|----|---|--|
| 4 | 00:01:52 | C6 | <p>Also zu 100 % ja, zu 100 % stimmt es so. Wir haben bei uns eine andere Regelung gesucht. Also wir sind damals ja, Covid, allen bekannt, da mussten wir. Ich sage ja, Gott sei Dank auf das reagieren, das man erst mal kennenlernen, wie das funktioniert mit Remote und mit Home Office. Am Anfang waren bei uns gleich mal 200 Mitarbeiter aus dem Büro weg, waren im Homeoffice. Das war natürlich eine Herausforderung mit den entsprechenden Gerätschaften. Bei uns sind sehr viele Mitarbeiter schon mit Notebooks ausgestattet. Das wurde dann noch intensiviert und wir hatten Glück, dass wir eigentlich eine Lieferung an neuen Notebooks hier hatten, die eigentlich für den Vertrieb geplant waren. Und die konnten wir dann ausrollen. Wir haben das aber sehr schnell wieder zurückgedreht, weil sich auch die Mitarbeiter nicht wohlfühlt haben. Nicht jeder hatte die Möglichkeit, ordentlich zu arbeiten, erstens das Notebook war eher klein, dann vor der Aufgabe her. Wir waren in einer Info Einführung, ein ERP-Software-Projekt, wir haben Info eingeführt und da braucht es einfach die Nähe, wo man miteinander arbeitet.</p> | <p>So 100% yes, 100% it is so true. We looked for a different regulation in our company. At that time, Covid, we were known to everyone, so we had to respond. I say, thank God for the reaction, that you first have to get to know how it works with remote and home office. In the beginning, we had 200 employees who left the office and went to the home office. Of course, that was a challenge with the corresponding equipment. Many of our employees are already equipped with notebooks. This was then intensified and we were lucky that we actually had a delivery of new notebooks here that were actually planned for the sales department. And we were then able to roll them out. But we turned that back very quickly because the employees didn't feel comfortable either. Not everybody had the possibility to work properly, first of all the notebook was rather small, then before the task. We were in an info introduction, an ERP software project, we introduced info and there it simply needs the proximity, where you work together.</p> |
| 5 | 00:02:55 | C6 | <p>Und das ist eigentlich ein Grundsatz bei XXXXXX, dass wir schon miteinander arbeiten wollen und vielleicht bisschen weg vom Home Office, Richtung Office Home oder so, bisschen zu Hause oder ein bisschen im Haus. Es hängt doch ganz stark von der Funktion oder von der Arbeit ab, bei der Mitarbeiter hat. Und wir haben es jetzt so geregelt bei XXXXXX. Ja, man kann sagen, es gibt Home Office, aber nicht für jeden, sondern das vereinbart der Mitarbeiter mit der Führungskraft. Wie oft? Wie viel? Macht Sinn? Und ist sehr individuell gehalten. Ich bin ja beispielsweise im Personalbereich verantwortlich und bei uns war es geregelt auf Vertrauen. Wir wollen nicht, dass die Mitarbeiter sich klassisch 2-3-4 Tage Wochen organisieren, sage ich mal, sondern wir sagen wenn du eine Arbeit hast oder Ruhe brauchst, der mach das zu Hause oder wenn du irgendeinen Behördengang oder irgendetwas, wo die Arbeitszeit sowieso unterbrechen würde, und du kannst dir die</p> | <p>And that's actually a principle at XXXXXX, that we want to work together and perhaps move away from the home office a bit, towards the office home or something, a bit at home or a bit in the house. It depends very much on the function or the work that the employee has. And that's how we have it regulated at XXXXXX. Yes, you can say that there is a home office, but not for everyone; instead, the employee agrees this with the manager. How often? How much? Does it make sense? And is kept very individual. For example, I'm responsible for human resources, and our arrangement was based on trust. We don't want employees to organize themselves in the classic 2-3-4 day weeks, I would say, but we say if you have a job or need a rest, do it at home or if you have some official business or something that would interrupt working hours anyway, and you can save yourself the time of going to the office, then do it from home if you can: And that works very well. It's very popular, isn't it?</p> |

| | | | | |
|---|----------|----|--|---|
| | | | Wegzeit ins Büro sparen, dann macht das von zu Hause aus, wenn es geht. Und das funktioniert sehr gut. Wird doch gerne angenommen. | |
| 6 | 00:04:05 | C6 | <p>Und bei uns ist auch Vertrauen. Da kommt ein Mail. Bin heute im Home Office und das wird akzeptiert und ist großes Vertrauen beidseitig vorhanden. Also man kann ja eigentlich sagen auf Zuruf. Teilweise haben wir Mitarbeiter, die sind so weit weg vom Standort, dass wir sagen bitte, Beispiel Freitag und bei uns großteils noch bis 12:00 gearbeitet wird. Die Anreise steht in keinem Verhältnis zur Arbeitszeit und da haben wir dann vereinzelt ich sage eine Handvoll Mitarbeiter, die haben beispielsweise fix. Am Freitag, wenn der halbe Tag ist, arbeiten die von zu Hause aus. Außer sie kommen selber her, weil sie einen Termin haben, den sie vor Ort wahrnehmen möchten. Also das zum Thema Home Office. Generell remote wir haben ja mehrere Standorte. Also es ist auch so, dass wir eigentlich sehr mobil unterwegs sind. Wir haben in der Nähe von Mannheim, Firnheim und auch Seckach noch einmal eine Stunde weiter weg von dort Richtung Heilbronn. Da haben wir Standorte, aber auch Hohenems und Wolfurt und Lingenau in Vorarlberg unterwegs und manche Mitarbeiter eigentlich permanent auch den Arbeitsplatz sozusagen, weil sie einfach vor Ort sein müssen. Und da arbeiten sie nicht remote, aber sie sind doch sehr mobil unterwegs.</p> | <p>And with us there is also trust. There comes an email. I'm in the home office today and that is accepted and there is great trust on both sides. You can just say on demand. Sometimes we have employees who are so far away from the site that we have to say, please, Friday is an example, and most of them work here until 12:00. The travel time is disproportionate to the working time and then we have a handful of employees who, for example, have a fixed schedule. On Friday, when it's half day, they work from home. Unless they come here themselves because they have an appointment that they want to keep on site. So that's the topic of the home office. Generally speaking, we have several remote locations. So it's also the case that we are actually very mobile. We have locations near Mannheim, Firnheim and also Seckach, which is another hour away from there in the direction of Heilbronn. We have locations there, but also Hohenems and Wolfurt and Lingenau in Vorarlberg on the road, and some employees are actually permanently at work, so to speak, because they simply have to be on site, and they don't work remotely, but they are still very mobile on the road.</p> |
| 7 | 00:05:25 | I | Also auch schon Richtung flexibel Office? | So already in the direction of flexible office? |

| | | | | |
|----|----------|----|--|--|
| 8 | 00:05:27 | C6 | Absolut. Also wenn ich jetzt mein Hauptsitz in Wolfurt da habe ich mein Büro, mein Hauptplatz. Wenn ich jetzt in Hohenems bin, aber ich bin in unserem Werk in Deutschland, dann habe ich da einfach ein flexibler Arbeitsplatz, wie wir das nennen. Den beziehe ich und dann arbeite ich, was mir sowieso sehr gut gefällt, mitten unter den Kollegen. Und das ist eigentlich sehr befruchtend, wenn man nicht sehr viel mitbekommt und schon mal eine andere Blick man hat andere Ruhe. Also sehr spannend ist zu erleben, wie das funktioniert. | Absolutely. So if I now have my headquarters in Wolfurt, that's where I have my office, my main place. If I'm in Hohenems now, but I'm at our plant in Germany, then I simply have a flexible workplace, as we call it. I move into it and then I work, which I like very much anyway, in the midst of my colleagues. And that's actually very stimulating, when you don't notice very much and you have a different view and a different peace. So it's very exciting to experience how that works. |
| 9 | 00:05:58 | I | Haben die Änderung oder Home Office Einführung und Remote Work Position auch Veränderungen innerhalb der Organisation ausgelöst? | Did the change or home office introduction and remote work position also trigger changes within the organization? |
| 10 | 00:06:08 | C6 | Absolut, ja. Also, was mir aufgefallen ist, ist folgendes. Also früher war die Firma XXXXXX, durch das wir sind ein produzierendes Unternehmen. Wir haben Schichtbetrieb von 5 bis 13, 13 bis 21 Uhr, auch eine reduzierte Nachtschicht. Und wir waren ja immer gewohnt, dass wir eher früh anfangen. Also 7:00 sind eigentlich alle Mitarbeiter im Haus. Und gegen 16:30 gehen die meisten. Die wo in der normal Arbeitszeit sind. So decken wir auch beide Schichten ab. Und das war eigentlich bei uns immer möglich. Wenn einer später gekommen ist, war das nie Thema. Und für mich haben sich so die Beginn Zeiten etwas aufgeweicht und man hat auch Gleitzeit Modelle eingeführt, was für die Mitarbeiter natürlich ein bisschen, dass das klarer war man darf auch später kommen. Was sich verändert hat, ist im Grunde, dass das die Präsenz im Hause, ich sage mal die hast du von neun bis 15:00 recht konstant also die Range zum persönlich ein, eine Besprechung zu machen ist kleiner geworden. Der Vorteil ist aber, dass ich mich jederzeit remote über Teams zuschalten kann und da ist eigentlich ganz egal, wo der Mitarbeiter sitzt. | Absolutely, yes. So, what I noticed is this. So in the past, the XXXXXX company, through which we are a manufacturing company. We have shift operations from 5 to 13, 13 to 21 o'clock, also a reduced night shift. And we were always used to starting rather early. So 7:00 is actually when all the employees are in the house. And around 16:30 most of them leave. Those who are on normal working hours. So we also cover both shifts. And that was always possible for us. If someone arrived later, it was never an issue. And for me, the starting times have softened somewhat and flexitime models have been introduced, which of course made it a bit clearer for employees that they could come in later. What has changed is basically that the presence in the company, which I would say is quite constant from nine to 3 p.m., has become smaller. But the advantage is that I can connect remotely via teams at any time and it doesn't really matter where the employee is sitting. |
| 11 | 00:07:17 | C6 | Und was sich positiv für mich verändert hat, sind, dass die Reisetätigkeit weniger geworden sind und ich auch teilnehmen kann, wenn ich mal nicht vor Ort bin. Also es hilft mir oft, in Meetings teilzunehmen, obwohl ich nicht da bin und das finde ich ist | And what has changed positively for me is that the travel has become less and I can also participate when I'm not on site. So it often helps me to participate in meetings even though I'm not there, and I think that's actually a quality that's very valuable. |

| | | | | |
|----|----------|----|--|--|
| | | | eigentlich eine Qualität, die sehr wertvoll ist. | |
| 12 | 00:07:35 | I | Dann kommen wir schon zum nächsten Punkt. Die Überlegungen für Remote Work indem Fall ist die Flexibilität auch nicht reisen zu müssen, für Meetings ein Hauptgrund für Homeoffice oder Remote Work | Then we get to the next point. The consideration for remote work in that case is the flexibility of not having to travel for meetings as well, which is a major reason for home office or remote work. |
| 13 | 00:07:51 | C6 | Ja, es geht nicht immer. | Yes, it doesn't always work. |
| 14 | 00:07:52 | C6 | Jetzt gerade in der Personalarbeit. Mir ist eigentlich sehr wichtig. Ich bin jetzt eher ein Bauchmensch. Ich brauche das gegenüber, dem ich ein bisschen mit ein gefühlt habe, wie fühlt sich das an, wenn ich irgendwas bespreche? Sind oft ein bisschen nicht nur, aber oft sind es auch ein bisschen sensiblere Themen. Und da brauche ich den Mensch bei mir und im Büro und da muss ich spüren, was ist. Aber bei vielen Dingen ist es ein Riesenvorteil. Also erstens Zeit, ich muss nicht hinfahren. Umwelttechnisch kommt da auch noch schön dazu, was ja auch wertvoll ist. Es kostet einfach weniger Geld und ich bin einfach produktiver. Und erfahrungsgemäß sind die Sitzungen etwas kürzer, sie sind etwas knackiger gehalten, weil mir persönlich kommt man in das klassische Plaudern, was ja auch wichtig ist. Das sehe ich vielleicht manchmal sogar ein bisschen als Nachteil, dass das eigentlich ganz fokussiert, nur das Thema abgearbeitet wird, das Zwischenmenschliche, vielleicht der kurze Austausch etwas verloren geht. Da trinkt man nicht mehr danach noch miteinander ein Espresso oder war's und dann geht man gleich ins nächste Thema rein. | Right now in human resources. It's actually very important to me. I'm more of a gut person now. I need the opposite, which I have a bit of a felt, how does it feel when I discuss anything? Are often a bit not only, but often it is also a bit more sensitive topics. And there I need the person with me and in the office and there I need to feel what is. But for many things it's a huge advantage. First of all, it saves me time, I don't have to drive there. Environmentally, it's also nice, which is also valuable. It just costs less money and I'm just more productive. And from experience, the sessions are a bit shorter, they're kept a bit crisper, because for me personally, you get into the classic chit-chat, which is also important. I sometimes even see that as a bit of a disadvantage, that it's actually quite focused, only the topic is worked through, and the interpersonal aspect, perhaps the brief exchange, is somewhat lost. You don't drink an espresso with each other afterwards and then move on to the next topic. |
| 15 | 00:09:00 | C6 | Das ist, glaube ich, wichtig. Da muss man natürlich Richtung After Work Möglichkeiten schaffen. Und das haben wir auch gemacht, dass es wichtig ist, dass die Menschen, weil man eben remote, im Homeoffice arbeitet, die Menschen sich weniger treffen, dass man Möglichkeiten anbietet, wo sich die Menschen treffen und austauschen können. Das muss man unbedingt forcieren, sonst wird auf einmal die Bindung weniger. Und das ist schon sehr wichtig, dass eine | I think that is important. Of course, you have to create opportunities in the direction of after work. And we have also made it clear that it is important for people to meet less often because they work remotely, in their home offices, and that we should offer opportunities for people to meet and exchange ideas. You absolutely have to push that, otherwise the bond will suddenly become less. And it is very important that there is a good bond, a good exchange. |

| | | | | |
|----|----------|----|--|---|
| | | | gute Bindung da ist, ein guter Austausch. | |
| 16 | 00:09:24 | I | Wirkliche Kommunikation, Teambuilding. Die Aktivitäten müssen im Remote oder Home Office Tätigkeiten gestärkt werden. | Real communication, team building. The activities must be strengthened in remote or home office activities. |
| 17 | 00:09:33 | C6 | Also mir sind von dem 100 % überzeugt. Wir haben immer schon sehr viele Mitarbeiter Events gemacht, wir haben einen eigenen Folder das sind über Events, aber parallel wird es sehr vom Eigentümer, XXXXXX auch forciert, dass es dieses After Work gibt. Also bei uns ist es auch möglich an jedem Standort, dass man nach dem Arbeiten am Abend zusammen kommt und miteinander sich Austausch miteinander was trinkt. Und wenn es sein muss, da holt man noch eine Wurst und Brot und grillt noch etwas. Das ist sogar gewünscht bei uns, weil natürlich das uns hilft, sich gut miteinander Abteilungsübergreifend zu vernetzen. Das ist natürlich nicht oft, weil jeder Mensch hat eine andere Lebenssituation. Dem einen passt gut, der andere Familie, der Sportverein, andere Aktivitäten wo ihm Lieber sind, aber die wollen sind herzlich eingeladen und es ist immer nett, wenn wir da mal dazustoßen, nicht nur mal andere Kolleginnen und Kollegen und lernt wieder viel und hört viel und tauscht sich gut aus. Aber es ist sehr wichtig. Finde im Remote, dass es Möglichkeiten zum sich treffen gibt. | So I am 100% convinced of that. We have always done a lot of employee events, we have our own folder that has 20 event in it, but at the same time it is also very forced by the owner, Guntram XXXXXX, that there is this after work. So with us it is also possible at every location that one comes together in the evening after work and has a drink with each other. And if you have to, you can get a sausage and bread and barbecue something. That's what we want, because it helps us to network with each other across departments. That's not often, of course, because everyone's life situation is different. One fits well, the other family, the sports club, other activities where it is dearer, but the want are cordially invited and it is always nice when we there times dazustoßen, not only times other colleagues and learns again a lot and hears a lot and exchanges well. But it is very important. Find in the remote that there are opportunities to meet. |
| 18 | 00:10:38 | I | Gab es irgendwelche Faktoren, die bei der Remote Work oder Homeoffice nicht ursprünglich berücksichtigt wurden? | Were there any factors that were not originally considered in the remote work or home office? |

| | | | | |
|----|----------|----|---|--|
| 19 | 00:10:51 | C6 | <p>Was wir ein bisschen nachjustiert haben, ist das Equipment auch. Also wir haben mehr und mehr gemerkt, dass das Equipment nicht ideal ist. Wir haben einen Standard bei uns im Haus da hat jeder zwei Bildschirme, ob der Dockingstation oder IGEL oder oder was auch immer. Der einfache Standard Equipment, und an das gewöhnt man sich sehr schnell. Und wenn ich dann zu Hause einen kleinen Laptop schaue und da nicht die Möglichkeiten habe und da haben wir gesagt, wir schauen und die Vertriebsleute sind alle ausgestattet und wirklich fix zu Hause arbeiten, da haben nur eine Handvoll, wo länger sind. Die haben auch entsprechend gute Ausstattung, quasi wie hier im Haus. Das ist wichtig, weil man dann einfach eine andere Qualität der Arbeit leisten kann. Ich merke das selber auch zuhause, ich habe kein Büro eingerichtet, ich habe auch nicht weit ins Büro. Das ist mein Leistungsvermögen, ein anderes und ich muss andere Arbeit machen. Aber so hoch konzentrierte Arbeit wie hier kann ich nicht. Also da muss auch ein bisschen nachjustiert werden und Teams weiterentwickelt. Wir haben auch lernen müssen, wie arbeitet man hier sauber, dass das gut funktioniert. Und ich glaub, da lernt man immer noch dazu.</p> | <p>What we have readjusted a bit is the equipment as well. We have noticed more and more that the equipment is not ideal. We have a standard in our house where everyone has two screens, whether the docking station or IGEL or whatever. The simple standard equipment, and you get used to that very quickly. And if I look then at home a small laptop and there not the possibilities have and there we have said, we look and the sales people are all equipped and really fix at home work, there have only a handful where are longer. They also have correspondingly good equipment, more or less like here in the house. That's important because then you can simply do a different quality of work. I notice that myself, too. I don't have an office set up at home, and I don't have far to go to the office. That's my capacity, a different one, and I have to do different work. But I can't do such highly concentrated work as I do here. So there also a bit of readjustment, teams developed further. We also had to learn how to work cleanly here so that it works well. And I think you're still learning.</p> |
| 20 | 00:12:00 | C6 | <p>Es wird also immer besser. Es gibt auch neue Möglichkeiten und Tools, die man einführt. Aber ich finde unterm Strich jeder Bereicherung und finde es sehr wertvoll, wenn das in einem, einem guten, guten Vertrauen gemacht wird. Dann funktioniert das super.</p> | <p>So it's getting better. There are also new possibilities and tools that you introduce. But I think the bottom line is every enrichment and I think it's very valuable when that's done in a, a good, good trust. Then it works great.</p> |
| 21 | 00:12:19 | I | <p>Was waren die wichtigsten Faktoren, die Sie berücksichtigt haben für die Remote Work Strategie oder Home Office Policy?</p> | <p>What were the most important factors you considered for the remote work strategy or home office policy?</p> |

| | | | | |
|----|----------|----|---|--|
| 22 | 00:12:28 | C6 | <p>Die wichtigsten Faktoren. Ich sage mal Umdenken war das, dass die Menschen, die in Vorarlberg im Büro waren oder auch in Deutschland, dass man da endlich das Vertrauen geschenkt hat, dass die das genauso gut machen können wie die Kollegen im Vertrieb. Weil den Vertriebskollegen sehe ich das ganze Jahr nicht. Der kann, keine Ahnung, tun und lassen was er will, wenn die Zahlen passen. Theoretisch. Und natürlich da habe ich, was messbar, oder? Und da hat man sich immer sicher gefühlt, wenn was Messbar waren. Aber wenn ein Mitarbeiter sagt, es ist vielleicht übertrieben, nicht wollte, dann hat er auch nichts getan und wir haben es vielleicht nicht gemerkt und wir haben dann mit diesen Misstrauen aufhören müssen und sagen, Nein und wir haben Kollegen, die wollen da arbeiten und das ist ein Mehrwert für die Kollegen und dann gesagt Vertrauen, Vertrauen, Vertrauen, Equipment geben, machen lassen. Aufgaben mitgeben, sich da annähern mit Projekten und so. Und da haben wir gelernt, beidseitig uns gut ausgetauscht. Und das funktioniert jetzt wirklich gut. Uns war wichtig, dass der Mensch Freude hat, wenn er das macht.</p> | <p>The most important factors. I would say it was a change in thinking, that the people who were in the office in Vorarlberg or in Germany were finally given the confidence that they could do this just as well as their colleagues in sales. Because I don't see my sales colleagues all year. He can do whatever he wants, I don't know, if the numbers fit. Theoretically. And of course there I have, what measurable, right? And there you always felt safe, if what were measurable. But if an employee says, it is perhaps exaggerated, did not want, then he also did nothing and we have it perhaps not noticed and we have then with this distrust stop and say, no and we have colleagues who want to work there and that is an added value for the colleagues and then said trust, trust, trust, give equipment, let do. Give them tasks, approach them with projects and so on. And that's where we learned, where we exchanged ideas on both sides. And that works really well now. It was important to us that people enjoy doing this.</p> |
| 23 | 00:13:30 | C6 | <p>Und wenn es dem einen Menschen etwas gibt und der andere Mensch sagt ich bin lieber im Büro ist, muss immer sein, dass jeder seinen Platz hat. Aber er soll freier arbeiten können und da haben wir schon positive Effekte gemerkt. Natürlich, die Technik ist wichtig. Teams hat sich da bei uns bewährt, ist ein sehr gutes Instrument zu arbeiten. Und ja, da werde wir immer fitter, ich sage es mal so. Soweit beantwortet die Frage.</p> | <p>And if it gives one person something and the other person says I'd rather be in the office, it must always be that everyone has their place. But he should be able to work more freely and we have already noticed positive effects. Of course, technology is important. Teams have proven themselves to be a very good tool for us to work with. And yes, we are getting fitter and fitter, I'll put it that way. That answers the question.</p> |
| 24 | 00:13:58 | I | <p>Gibt es irgendwelche speziellen Schritte oder Aufgaben, die Sie unternehmen, um den Erfolg zu gewährleisten, von Remote Work oder Home Office?</p> | <p>Are there any specific steps or tasks you take to ensure success, from remote work or home office?</p> |

| | | | | |
|----|----------|----|---|---|
| 25 | 00:14:12 | C6 | <p>Gewährleisten, im Moment sehr viel ist. Ich sage jetzt mal ein IT Mitarbeiter, die sind sowieso egal bei der Arbeit, der kann immer mitwirken. Wir arbeiten ja auch mit IT-Mitarbeiter auch in Deutschland, die uns im Service Desk auch immer von, von, von Deutschland aus unterstützen. Wir haben Kolleginnen, die müssen Übersetzungen machen wir, haben über 17 Sprachen im Hause und und und die müssen in Ruhe übersetzen können und das sehe ich im Ergebnis. Und wir merken teilweise, dass Mitarbeiter einfach mehr, machen können weil sie nicht gestört werden. Das ist das eine, sie können konzentrierter arbeiten und die wollen die Arbeit auch erledigt haben und somit, wenn sie es nur in dem Umfeld machen können, wo sie sich wohlfühlen, ist es perfekt. Ansonsten versuchen wir auch Zeit Modelle in die Richtung zu bewegen. Da gibt es jetzt gerade neue Ausrollung. Da geht's Richtung sehr viel Ergebnisorientierung. Nicht mit zwingend, Zeit oder Stunden bringen, sondern Ergebnisorientierung und arbeite einfach wo es geht mit Projektdefinition, Zielvereinbarungen, teilweise messbare Zahlen. Einfach um da einfach ein Kommittent mit den Kollegen zu machen und sagen ich erwarte für die Ende Jahr, dass wir diese Ziele erreichen, die die vereinbaren wir miteinander, wir vereinbaren, die Schritte und wo er das dann macht ist mir dann eigentlich egal.</p> | <p>Ensure at the moment is very much. I say now an IT employee, they are anyway no matter at work, he can always contribute. We also work with IT employees in Germany, who always support us at the service desk from Germany. We have colleagues who have to do translations, we have over 17 languages in-house, and they have to be able to translate in peace, and I see that in the results. And we sometimes notice that employees can simply do more because they are not disturbed. That's one thing, they can work more concentrated and they also want to get the work done, so if they can only do it in an environment where they feel comfortable, it's perfect. Otherwise, we are also trying to move time models in that direction. There is new rollout right now. It's going in the direction of a lot of result orientation. Not with mandatory, time or hours, but result orientation and simply work where possible with project definition, target agreements, partly measurable numbers. Simply in order to make a commitment with the colleagues and say I expect for the end of the year that we achieve these goals, which we agree with each other, we agree on the steps and where he then does it is then actually all the same to me.</p> |
| 26 | 00:15:39 | C6 | <p>Wichtig ist nur wenn man sie braucht, dann sind sie da, ob das im Haus ist oder wenn es braucht, muss der Einsatz funktionieren. Und mir erfahren einfach, das die Menschen, weil sie da einfach gerne arbeiten, oft sogar mehr tun als im Haus, weil dieses permanent gestört werden. Stresst ja auch und wird müde. Und da habe ich mal die Möglichkeit, dass wir das vielleicht das ist so eine andere Art machen und es funktioniert.</p> | <p>Important is only if one needs them, then they are there, whether that is in the house or if it needs, the use must function. And I simply experience that people, because they simply like to work there, often even do more than in the house, because this is permanently disturbed. Stresses also and becomes tired. And there I have times the possibility that we make that perhaps that is so another kind and it works.</p> |
| 27 | 00:16:03 | I | <p>Also in dem Fall die nächste Frage gewesen, ob es irgendwelche Messsysteme gibt. Aber in dem fall ist die Arbeit sehr zielorientiert ergebnisorientiert. Ja, es wird definiert und projektbezogen und das sind die Aufgaben, die müssen erfüllt werden. Das wird</p> | <p>So in that case the next question would have been whether there are any measurement systems. But in that case the work is very goal-oriented result-oriented. Yes, it is defined and project-related and these are the tasks that have to be fulfilled. This is then evaluated at the</p> |

| | | | | |
|----|----------|----|---|---|
| | | | dann evaluiert am Ende des Jahres oder am Ende des Projektes. | end of the year or at the end of the project. |
| 28 | 00:16:22 | C6 | <p>Genau. Wir haben es jetzt so wir haben sogenannte Pyramide bei uns, da ist ganz oben die Vision Mission und danach geht es runtergebrochen bis in die Bereiche. Da haben wir dann Bereichsziele definiert, wo wir sagen, für 2023 nehmen wir uns im Personal diese Themen schwerpunktmäßig vor. Es kommen dann mitunter noch neue Dinge dazu, aber da gibt es einen Schwerpunkt, auf das wird das Team eingeschwo-ren. Danach hat werden die gut in-formiert, dann werden die Ziele her-untergebrochen oder die, die die Aufgaben heruntergebrochen auf die verschiedenen Kolleginnen und Kol-legen. Und das muss natürlich ent-sprechend gut vorbereitet sein, dass das nachher am Gesamt-Ziel ein-zahlt. Und wir arbeiten, da ja auch mit dem Wissensmanagement. Man-chen ist es bekannt, dass man da eine eigene Software haben und da arbeiten wir auch mal mit Projekten. Und dann haben wir sogenannte Ar-beitsdokumente. Wir sprechen dem wir von der Roten Welt, weil die rote Welt ist das wo wir etwas weiterent-wickeln. Und wenn man eine Idee hat, sammelt er das erst einmal im Arbeitsdokument, bringt das Ganze an die Oberfläche und dann können wir uns in der Führung gemeinsam anschauen. Sind es Ideen, die gut sind, die in die Ziele, wo wir haben, einzahlen und so können wir das im Grunde miteinander gut vereinbaren und abarbeiten.</p> | <p>Exactly. We now have a so-called pyr-amid, with the mission vision at the top and then broken down into the areas. We have then defined area targets, where we say that for 2023 we will fo-cus on these topics in our human re-sources. Sometimes new things are added, but there is a focus that the team is committed to. After that, they are well informed, then the goals are broken down or the tasks broken down to the various colleagues. And, of course, this must be well prepared so that it contributes to the overall goal. And we also work with knowledge management. Some people know that we have our own software and that we sometimes work with projects. And then we have so-called working docu-ments. We talk about the red world, be-cause the red world is where we de-velop something further. And if one has an idea, he collects that first in the working document, brings the whole thing to the surface and then we can look together in the board. Are there ideas that are good, that pay into the goals where we have and so we can basically agree with each other well and work through.</p> |
| 29 | 00:17:36 | C6 | <p>Und dann habe ich am Ende des Jahres eine sehr gute Übersicht, was haben, meine ich, bewegt und dann kann ich gut schauen und kann sagen ja, der Mitarbeiter gut perfor-mend, auch wenn ich mal keine Zahl habe. Aber ich sehe, der hat eigent-lich sehr viele Dinge gemeinsam er-ledigt und da hat man ein gutes Ge-fühl und für Mitarbeiter fein, weil er hat eine klare Auftrag. Das habe ich zu tun. Und wie und wann, liegt an ihm und ist auch dann mit ihm ver-einbart. Und es gibt doch ein biss-chen Freiraum. Aber es geht bei ganz vielen Mitarbeitern aber nicht</p> | <p>And then I have a very good overview at the end of the year, what have, I mean, moved and then I can look well and can say yes, the employee per-forming well, even if I have times no number. But I see that has actually done a lot of things together and there you have a good feeling and fine for employees, because he has a clear mission. I have to do that. And how and when is up to him and is also agreed with him. And there is a bit of freedom. But it works for many employ-ees, but not for everyone. With some, who have a very structured day, you also have to say, of course, in fairness,</p> |

| | | | | |
|----|----------|----|--|---|
| | | | bei jedem. Bei manchen, die haben einen sehr strukturierten Tag, muss man natürlich fairerweise auch sagen im Innendienst Vertrieb oder da bin ich getaktet durch die Kundenbestellungen Anrufe, da geht vieles über Happy- Flow. Natürlich auch in der Produktion. Ist es Logistik, ist es oft sehr getaktet, vielleicht auch im Personal. Aber es gibt doch immer für jeden noch so Zusatz, zur Routinearbeit auch noch zusätzliche Möglichkeiten, sich zu entfalten. Und da ist dann eher egal, wenn er da ist. | in office sales or there I am timed by the customer orders calls, a lot of it goes through happy-flow. In production, too, of course. If it is logistics, it is often very clocked, perhaps also in personnel. But there are always for each still so addition, to the routine work also still additional possibilities to develop. And there is then rather no matter when he is there. |
| 30 | 00:18:36 | I | Dann können wir schon zum nächsten Punkt gehen. Wir haben es bereits angesprochen, indem Fall Vertrauen ist wichtig zum Arbeiten und beim remote Arbeiten. | Then we can already go to the next point. We have already addressed it by saying that trust is important for working and remote working. |
| 31 | 00:18:46 | C6 | Absolut . | Absolutely . |
| 32 | 00:18:50 | I | Und gibt es sonst noch Hindernisse, die auftreten könnten im Unternehmen? Bezüglich Remote Work oder Homeoffice? | And are there any other obstacles that could arise in the company? Regarding remote work or home office? |
| 33 | 00:18:59 | C6 | Ich glaube grundsätzlich nicht, dass man Security. Ein wichtiges Thema. Security muss natürlich gut aufgestellt sein und da haben wir bei uns auch gott sei dank, tolle Spezialisten. Das macht es ab und zu vielleicht komplizierter, wenn man noch mal das Passwort oder was eingeben muss, aber das zahlt den die Sicherheit ein. Natürlich. Man merkt immer wieder, wie viele Cyberangriffe es gibt. Wir konnten erfolgreich einen abwehren vor einiger Zeit, weil wir draufgekommen sind, sage ich mal, dass da einer reingeschaut hat. Die Türe wurde zugeschlagen, aber das kann Glück gewesen sein. Aber man muss das Security ist sehr wichtig und was extrem wichtig ist und und das ist für mich immer auch die Kollegen, es muss immer die Möglichkeit sein, einen guten Arbeitsplatz zu haben. Man muss die Ruhe haben, man braucht ein Raum oder sich erwähnt. Ich habe selber kein Büro, man braucht wirklich einen Arbeitsplatz. In Ruhe arbeiten kann, dass man da abgelenkt wird. Und das sind die Lebensabschnitte, glaube ich, sehr entscheidend. Ich kann mir nicht vorstellen, wenn ich noch kleine Kinder hätte und ich bin zu Hause, Das funktioniert nicht, das versteht das Kind nicht und da ist es wahrscheinlich besser, ich kann | I fundamentally do not believe that one Security. An important topic. Of course, security has to be well established, and thank goodness we have great specialists here. That makes it more complicated now and then, perhaps, when you have to enter the password again or something, but that pays off in terms of security. Of course. You always notice how many cyber attacks there are. We were able to successfully fend off one a while ago because we discovered, let's say, that someone had looked in. The door was slammed shut, but that may have been luck. But you have to have the security is very important and what is extremely important and that is for me always the colleagues, it must always be the possibility to have a good job. You have to have the quiet, you need a space or mentioned yourself. I don't have an office myself, you really need a workplace. To be able to work in peace, that you can be distracted there. And that's the stages of life, I think, very crucial. I can't imagine if I still had small children and I'm at home, That doesn't work, the child doesn't understand that and there it's probably better, I can retire to a remote place in another building or I'm even at my office workplace. But when they are not there, it works very well. Everybody has a little bit different requirements and you have to make |

| | | | | |
|----|----------|----|---|--|
| | | | <p>mich zurückziehen an einen Remote Platz in einem anderen Gebäude oder ich bin sogar an meinem Büro Arbeitsplatz. Aber wenn die aber nicht da sind, geht es sehr gut. Da hat jeder ein bisschen andere Voraussetzungen und das muss man schauen, dass es gut passt. Aber man könnte sich fast überlegen, ob man dann irgendwann einmal vielleicht in der Nähe von einem Ballungszentrum da gibt es Bregenz und Bregenzerwald, haben wir auch schon Gedanken gemacht und darüber diskutiert. Ob man da nicht so einen Hub macht und dort Büro Möglichkeiten sind, dass die Kollegen sich dort treffen. Was ja auch spannend ist, weil dann auch wieder unterschiedliche Kollegen zusammenkommen und jeder vom anderen wieder lernt und hört, was sie machen. Das ist ja auch eine Bindungsmethode. Aber soweit sind wir nicht, ist nur mal so ein Gedanke. Das brauchen wir heute aus unserer Sicht noch nicht, aber kann natürlich Zukunftsmodell werden.</p> | <p>sure that it's a good fit. But you could almost think about whether you then at some point perhaps near a metropolitan area there are Bregenz and Bregenzerwald, we have also already thought about it and discussed. Whether one does not make there such a hub and there office possibilities are that the colleagues meet there. Which is also exciting, because then different colleagues come together again and everyone learns from each other and hears what they are doing. That is also a bonding method. But we're not there yet, that's just a thought. From our point of view, we don't need that yet, but it could of course become a model for the future.</p> |
| 34 | 00:20:53 | I | <p>Also einfach als Vision, so Coworking Space damit die Mitarbeiter nicht so weit pendeln müssen, sondern direkt in der Umgebung so in 10 oder 15 Minuten haben sie einen Platz.</p> | <p>So just as a vision, so coworking space so that employees do not have to commute so far, but directly in the area so in 10 or 15 minutes they have a place.</p> |
| 35 | 00:21:04 | C6 | <p>Machen schon viele Unternehmen ist ja nichts neues, oder? Aber wir haben es für uns auch hergeholt und wir sind schon sehr, ich sage mal so wir sind ein sehr konservatives Unternehmen gewesen, wo auf einen sehr modernen Weg immer war, da kamen wir konservativer herüber als wir sind, glaube ich und entwickeln uns da eine sehr moderne Arbeitswelt und ich glaube, das erleben die Mitarbeiter immer mehr. Mir geht es immer so, dass man auf einem tollen Weg sind.</p> | <p>Do many companies is nothing new, right? But we have also brought it here for us and we are already very, I say so we have been a very conservative company, we are on a very modern way, we came across as more conservative than we are I think and develop us there a very modern working environment and I think the employees experience that more and more. I always feel that you are on a great path.</p> |
| 36 | 00:21:31 | I | <p>Gibt es noch rechtliche Herausforderungen, die zu meistern sind für Home Office, oder Remote Work.</p> | <p>Are there still legal challenges that need to be overcome for home office, or remote work.</p> |

| | | | | |
|----|----------|----|--|--|
| 37 | 00:21:38 | C6 | Die sind soweit eigentlich geklärt, ich sage mal rein aus der Personalersbrille. Wenn die fixen Vereinbarungen sind, gibt es rechtliche Vorgaben. Natürlich geht es darum, dass das vertraglich geregelt ist, dass das Arbeitsequipment ist, dass die Arbeitssicherheit gegeben ist und, und und. Das haben wir jetzt entsprechend so aufgebaut. Wenn wir es brauchen. Es kann dann nicht ein Sicherheitsfachkraft von uns einfach in Büro reingehen, bei einem Mitarbeiter, privat zu Hause. Da haben wir auch entsprechende Informationen und Fragebögen, wo wir über das Wissensmanagement managen, wo der Mitarbeiter uns Auskunft geben muss. Ist auch wieder auf Vertrauen aufgebaut, dass das natürlich alles stimmt, dass wir wissen, dass das funktioniert auch in diesem Sinne gut oder nicht dass der eine hat keine Ahnung irgendwelche körperlichen womöglich Gebrechen hätte, was ich nicht glaube, aber dass er gutes Arbeitsequipment hat. | These have actually been clarified so far, I'll say purely from the HR perspective. If the fixed agreements are, there are legal requirements. Of course, it's a matter of contractually regulating the work equipment, ensuring occupational safety, and so on. We have now set this up accordingly. If we need it. It is not possible for one of our safety experts to simply go into an office, to an employee's private home. We also have corresponding information and questionnaires, where we manage via knowledge management, where the employee has to give us information. This is also based on trust, that everything is correct, that we know that it works well in this sense or that one of the employees has no idea of any physical infirmities, which I don't believe, but that he has good work equipment. |
| 38 | 00:22:33 | C6 | Bist du noch da? | Are you still there? |
| 39 | 00:22:34 | I | Ja. | Yes. |
| 40 | 00:22:35 | C6 | Mir hat es gerade den Bildschirm wechselt. Entschuldige, ich muss zurück. Mir hat es gerade was reingespielt..... Ich bin wieder da. | It just changed my screen. Sorry, I have to get back. I just got something in.. I'm back. |
| 41 | 00:22:43 | I | Kein Problem. Ein weiteres Thema. Was man oft hört, ist die Loyalität der Mitarbeiter wenn sie nicht mehr so oft im Büro sind oder komplett remote arbeiten. Wie siehst du das oder das Unternehmen? | No problem. Another issue. What you often hear is the loyalty of employees when they are no longer in the office as often or work completely remotely. How do you see that or the company? |
| 42 | 00:22:56 | C6 | Das ist das, was wir eben forcieren mit After Work oder mit Events, mit dem Mitarbeiter, dass wir eigentlich sehr großzügig sind, dass wir sagen, es gibt doch, keine Ahnung, wenn. Der Vertrieb ist ja auch immer wieder mal im Haus. Es ist uns wichtig, dass sie eine Bindung haben. Weil wenn ich von zu Hause aus arbeite, kann mir ja theoretisch die Firma egal sein, sage ich mal so überspitzt. Sondern mir geht es darum, ich habe einen Job der mir Spaß macht und ich bekomme Geld und für wen ich arbeite wenn ich keine emotionale Bindung habe ich mir eigentlich egal sein. Und darum ist es sehr wichtig, dass die Menschen auch da sind. Weil so ein Mindset | That's what we're pushing with after work or with events, with the employee, that we're actually very generous, that we say there is, I don't know, when. The sales department is also in the house from time to time. It's important to us that they have a bond. Because if I work from home, I could theoretically care less about the company, to put it bluntly. What matters to me is that I have a job that I enjoy and I get paid, and I don't really care who I work for if I don't have an emotional connection. And that's why it's very important that the people are there. Because transporting such a mindset. From my point of view, it can only be done in person. You have to feel it, you have to live it, you have to be there. And when we do |

| | | | | |
|----|----------|----|--|--|
| | | | transportieren. Geht aus meiner Sicht nur persönlich. Das muss man spüren, das muss man leben, da muss man dabei sein. Und wenn wir so Team Events machen miteinander, wo sich ergeben, wo aus jedem Bereich der Firma Leute zusammenkommen, dann merkt man, wie das zusammenschweißt. Da hat man gemeinsames Erlebnis gehabt. Beispiel, ein Bike Ausflug da bin ich mit Kollegen unterwegs, aus dem Lager, von überall und es ist so wertvoll für mich als Führungskraft zum erleben. | team events together, where people from every area of the company come together, then you notice how that welds them together. You have a shared experience. For example, a bike trip where I'm out and about with colleagues from the warehouse, from everywhere, and it's so valuable for me as a manager to experience. |
| 43 | 00:23:58 | C6 | Wie stolz der nicht auf was für ein Unternehmen wir sind oder was vielleicht nicht so gut ist, dann kannst du es auf kurzem Wege machen und ich glaube, da lernt man sehr viel voneinander. Und umgekehrt kann man auf kurzem Wege was zurückspielen, dass der Mensch hört, warum manche Entscheidungen getroffen worden sind. Und auch das bindet unheimlich ans Unternehmen und macht Verständnis und darum dringend notwendig aus meiner Sicht. Es muss eben in irgendeiner Form Zusammenkünfte geben, gerade wenn remote ist, da ist es nochmal wichtiger finde ich, dass man wirklich sich auch trifft, persönlich. | How proud of what companies we are or which is perhaps not so good, than you can do it in a short way and I think there you learn a lot from each other. And vice versa, you can play something back in a short way, that the person hears why some decisions have been made. And that, too, binds people tremendously to the company and creates understanding, which is why it's so urgently necessary in my view. There has to be some form of meeting, especially when it's remote, because I think it's even more important that people actually meet in person. |
| 44 | 00:24:32 | C6 | Sonst, die Loyalität sinkt sicher, wenn ich nur im Remote bin. Und ich glaube als Person, ich möchte nicht alleine arbeiten. Ich bin ein Mensch, wo gerne mit Mitmenschen arbeitet. Speziell Personal, sonst wäre ich wahrscheinlich nicht hier. Aber das haben auch viele gemerkt. Damals waren 200 Mitarbeiter bei Covid im remote, die waren weg, die waren zu Hause. Das viele zurück wollten, denen hat der Kollege gefehlt. Dieses Motivieren, dieses Mitziehen, dieses wenn es mir nicht gut geht, das er mich aufbaut. Du bist nicht allein. Du hast einfach einen Austausch, auch im Sozialen. Und das ist sehr wichtig. Und wir wollen hier das fördern. Aber es soll das andere auch geben, wenn es Sinn macht. Also das ist unser Weg. | Otherwise, loyalty certainly drops if I'm only in remote. And I think as a person, I don't want to work alone. I'm a person where I like to work with fellow human beings. Especially staff, otherwise I probably wouldn't be here. But a lot of people have noticed that, too. At that time there were 200 employees at Covid in remote, they were gone, they were at home. That many wanted to go back, they missed the colleague. This motivating, this pulling along, this when I'm not doing well, that he builds me up. You are not alone. You simply have an exchange, also in the social area. And that is very important. And we want to promote that here. But there should also be the other, if it makes sense. So that's our way. |
| 45 | 00:25:11 | I | Also dann ist es bei Remote Work noch mehr die Führungskraft gefragt wird wirklich das Teambuilding zu vorantreiben oder den Teamspirit oder | So then with remote work it's even more the manager is asked to really drive the team building or teach the team spirit or corporate culture that there is a bond with the company? |

| | | | | |
|----|----------|----|---|--|
| | | | Unternehmenskultur beizubringen, dass da eine Bindung zum Unternehmen entsteht? | |
| 46 | 00:25:24 | C6 | <p>Absolut. Weil wir haben da auch damals haben wir entsprechende Informationen, Schulungen rausgegeben. Wir mussten eigentlich remote plötzlich führen, da kommen auch neue Führungsaufgaben, muss viel öfter telefonieren, ist schon sehr anstrengend, denn oft gibt es, ich habe das selber erlebt, da bist du einen Tag zu Hause permanent mit dem Kopfhörer am telefonieren, so wie wir zwei jetzt. Und das immer permanent konzentriert zuhören und und agieren und und Bildschirm teilen etc. Das klappt gut, aber den ganzen Tag ist es extrem anstrengend und es ist etwas leichter, wenn ich in einer Arbeitsumgebung bin, wo Kollegen sind, da gibt es andere Möglichkeiten, da wo man sich mal austauschen kann und nicht so monoton. Und darum, ich glaube, da muss man sehr gut, man muss besser führen als vor Ort, weil man eben auch das Problem hat man spürt nicht wie es dem Gegenüber geht. Da fehlt mir das Gefühl und das ist eben wichtig, was Bindung betrifft, was das Zwischenmenschliche betrifft. Die soziale Bindung ist sehr wichtig und ich komme ja gerne ins Büro, auch wenn es mal nicht gut geht, wenn ich da bin. Und ich bin in meiner zweiten Heimat im Büro und sehe meine Kollegen. Das hat mich oft sehr motiviert. Da fühle mich einfach wohl. Wenn es ein Mitarbeiter hat, ist es eine tolles Gefühl, dann ist Home Office toll, aber man kommt dann auch gern wieder. Und das höre ich sehr oft. Und das ist schön zu hören.</p> | <p>Absolutely. Because at that time, we also provided appropriate information and training. Suddenly I have to lead remotely, there are also new management tasks, I have to talk on the phone much more often, it's very exhausting, because often there are, I've experienced it myself, you're at home for a day permanently with the headset on the phone, like the two of us now. And you're always focused on listening and acting and sharing the screen, etc. That works well, but it's not easy to keep up with the work. That works well, but the whole day it's extremely exhausting and it's a little easier when I'm in a working environment where colleagues are, there are other possibilities, where you can exchange ideas and not so monotonously. And that's why I think you have to be very good, you have to lead better than on site, because you also have the problem that you don't feel how the other person is feeling. I don't have that feeling, and that's important when it comes to bonding, when it comes to interpersonal relationships. The social bond is very important and I like to come to the office, even if things aren't going well when I'm there. And I'm in my second home in the office and see my colleagues. That has often motivated me a lot. It just makes me feel good. If an employee has it, it's a great feeling, then home office is great, but then you also like to come back. And I hear that very often. And that's nice to hear.</p> |
| 47 | 00:26:47 | I | Wenn ich mir zum letzten Punkt einen Vorteil. Welche weiteren Vorteil könnte eine Remote Works Strategie für Unternehmen bedeuten oder haben? | If I can think of an advantage to the last point. What other advantage could a Remote Works strategy mean or have for companies? |

| | | | | |
|----|----------|----|---|---|
| 48 | 00:27:01 | C6 | <p>Grundsätzlich um den Globus bis komplett unabhängig. Es ist eigentlich egal, wo jemand sitzt, der ich grundsätzlich im Vorteil oder wer macht Niederlassungen angefangen USA, China, Türkei, Mexiko und Indien. Diese Ressourcen kann man natürlich nutzen, weil es an IT oder an verschiedene andere Themen da muss. Der Experte muss nicht zwingend hier sein in Wolfurt und ich kann natürlich solche Synergien nutzen, wenn wir darüber reden Fachkräftemangel oder auch generell Arbeitskräftemangel. Klar, Logistik geht nicht remote, aber ein Programmierer, ein Vertriebs Innendienst, der kann sitzen wo er will, das ist egal. Also wir haben zwei Beispiele. Wir haben zwei Kollegen in Osteuropa und ein in Italien. Der hat lange bei uns gearbeitet, hat einen ganzen engen Bezug, zum XXXXXX weil sie lange hier gelebt hat und ist zurückgezogen in ihre Heimat und arbeitet dort remote von zu Hause für den Vertrieb. Da merkst du nichts, der Kunde merkt nichts und der Vorteil ist sogar, dass sie näher beim Vertrieb ist. Das heißt wenn da ein Kundenevent ist, ist sie die immer vor Ort. Da haben wir aber die Vereinbarung, dass die einmal im Quartal oder sogar öfters bei uns im Werk sind. Da kommen sie für zwei, drei Tage und sind wieder hier, um wieder diese Bindung her zu bekommen, weil doch auch mitunter neue Mitarbeiter dazukommen. Und dann sind sie wieder vor Ort und das ist schon ein Vorteil.</p> | <p>Basically around the globe to completely independent. It is actually no matter where someone sits I basically in advantage or who makes branches started USA, China, Turkey, Mexico and India. One can use these resources naturally, because it must at IT or at different other topics there. The expert does not necessarily have to be here in Wolfurt and I can of course use such synergies when we talk about a shortage of skilled workers or a general shortage of labor. Of course, logistics can't be done remotely, but a programmer, a sales person, can be located wherever he wants, it doesn't matter. So we have two example. We have two colleagues in Eastern Europe and one in Italy. He has worked for us for a long time, has a very close relationship with XXXXXX because she lived here for a long time and has moved back to her home country and works remotely from home for the sales department. You don't notice anything, the customer doesn't notice anything and the advantage is even that she is closer to the sales department. That means that when there is a customer event, she is always on site. But we have an agreement that they come to our plant once a quarter or even more often. They come for two or three days and are back here again in order to re-establish this bond, because sometimes new employees join us. And then they are on site again, which is an advantage.</p> |
| 49 | 00:28:29 | I | <p>Ist ein großer Vorteil für die Internationale Talentsuche.</p> | <p>Is a great advantage for the international talent search.</p> |
| 50 | 00:28:33 | C6 | <p>Weil ja suchen auch und auch nicht verlieren oder die Mitarbeiterin die sehr gut wäre, die zwei hätten wir verloren, die wären weg, hätten wir ersetzen müssen und so konnten wir sie halten, weil das Arbeitsumfeld für sie super funktioniert und sie gerne bei uns sind. Und sie sind wieder in ihre Heimat. Und diese Kombi war natürlich für uns Gold wert. Und solche Fälle hat man natürlich nur vereinzelt. Aber es kann sein, dass es mal mehr werden. Wer weiß, wissen wir nicht.</p> | <p>Because yes searching also and also not lose or the employee who would be very good, the two we would have lost, they would be gone, we would have had to replace and so we were able to keep them because the working environment works great for them and they like to be with us. And they went back to their home country. And this combination was of course worth its weight in gold for us. And of course, cases like this only happen occasionally. But it could be that there will be more. Who knows, we don't know.</p> |
| 51 | 00:28:58 | I | <p>Wie ist da die Integration in bestehende Teams, wenn sie 100 % remote arbeiten? Dann müssten die</p> | <p>How do they integrate into existing teams if they work 100% remotely? Then the existing teams would also</p> |

| | | | bestehenden Teams ja auch umdenken. Wie der Ablauf ist. | have to rethink. What the process is like. |
|-----------|-----------------|-----------|---|--|
| 52 | 00:29:10 | C6 | Ja, die müssen umdenken im Arbeitsablauf. Wobei gerade im Vertrieb Innendienst ist sehr vieles schon optimiert, digitalisiert. Da machen wir sehr viel. Die Beratung des Kunden erfolgt am Telefon ja untereinander. Natürlich braucht es eben diese Treffen. Wenn die Treffen nicht wären, dann kennen sich die Leute nicht, da die Kolleginnen schon hier waren und im Onboarding Prozess, sind sowieso jeder Mitarbeiter bei uns in Wolfurt oder in Hohenems, da wären sie schon recht schnell integriert. Und wenn jetzt beim Vertrieb bleiben darf. Wir haben da verschiedene Messen, da sind auch immer Kolleginnen und Kollegen, aus dem Innendienst vor Ort, also da entstehen ja auch persönliche Bindungen, aber die müssen man natürlich die pflegen, wie eine Freundschaft privat, das muss man pflegen, man muss sich treffen, austauschen und dann entsteht dieses Vertrauen und das Miteinander funktioniert. Aber es ist immer, es ist immer Arbeit vor Ort, aber auch remote natürlich, dieses Soziale auch zu erhalten. Aber ich glaube, es kann für die Zukunft da und dort der Vorteil sein, dass man das gut nutzen kann. Aber uns, du hörst das Vertrauen und Bindung und und Loyalität und Zugehörigkeitsgefühl, das ist uns schon sehr wichtig, dass das der Mitarbeiter spürt, dabei auch lebt und mitträgt. Das ist schon sehr wichtig. | Yes, they have to rethink their workflow. However, a lot of things have already been optimized and digitized, especially in the sales department. We do a lot there. Customers are advised on the phone among themselves. Of course, these meetings are necessary. If it weren't for the meetings, the people wouldn't know each other, because the colleagues were already here and in the onboarding process, every employee is with us in Wolfurt or in Hohenems anyway, so they would be integrated quite quickly. And if I may stay with sales now. We have various trade fairs, and there are always colleagues from the office staff on site, so personal ties are formed, but of course you have to cultivate them, like a private friendship, you have to cultivate them, you have to meet, exchange ideas, and then this trust develops and the cooperation works. But it is always, it is always work on the ground, but also remote of course, to maintain this social also. But I think it can be for the future here and there the advantage that you can use that well. But for us, you hear trust and loyalty and a sense of belonging, that's very important to us, that the employee feels that, lives it and supports it. That is very important. |
| 53 | 00:30:29 | I | Okay. | Okay. |
| 54 | 00:30:30 | C6 | Dann ist die Arbeitsform eigentlich recht recht, egal wo und wie die stattfindet. So ganz frech gesagt. | Then the form of work is actually quite right, no matter where and how it takes place. To put it bluntly. |
| 55 | 00:30:37 | I | Zur letzten Frage Gibt es eine Möglichkeit oder siehst du eine Möglichkeit, diese Vorteile zu messen für die Mitarbeiter oder halt für das Unternehmen? | On the last question, is there a way or do you see a way to measure those benefits for the employees or just for the company? |

| | | | | |
|----|----------|----|--|--|
| 56 | 00:30:47 | C6 | <p>Gute Frage. Soweit sind wir eigentlich noch nicht. Wir sind gerade in dem wie ich vorher erklärt habe, wie man über über, über Ziele und Verbindlichkeiten anfangen jetzt zu arbeiten. Ich glaube, da sind wir noch am Anfang. Aber das Ziel ist sicher gut, wenn man was messen kann. Aber für mich, es darf nicht nur Bauchgefühl sein, aber es muss einmal okay sein wenn man etwas nicht misst. Denn messen kann auch Druck bedeuten und bringt am Mitarbeiter auch nicht weiter. Es ist für die Orientierung gut, wenn ich sehe, okay, ich habe keine Ahnung. So viele Aufträge abgearbeitet, das ist schwierig, so viele Bewerbungen gehabt. Das kann uns helfen in der Arbeit, denn so viele Bewerbungen und so viele Gespräche geführt, das war der Output. Und wie lange waren die Mitarbeiter hier, die wir dann eingestellt haben? Das sind so Faktoren, die man messen kann. Aber wenn man von Vertrauen reden, ist der Blick zurück. Wenn man sieht, was man bewegt hat und die Firma sich gut entwickelt, ist mir auch gleich wichtig wie messbare Zahlen. Ich glaube den Erfolg spürt man dann auch.</p> | <p>Good question. We're actually not there yet. We are just in as I explained before, how to start working about, about goals and liabilities now. I think we're still in the early stages of that. But the goal is certainly good if you can measure something. But for me, it can't be just gut feeling, but it has to be okay once if you don't measure something. Because measuring can also mean pressure and doesn't help the employee. It's good for orientation when I see, okay, I have no idea. So many orders processed, that is difficult, so many applications had. That can help us in the work, because so many applications and so many interviews conducted, that was the output. And how long were the employees here that we then hired? These are factors that can be measured. But when you talk about trust, is looking back. When you see what you have achieved and the company is developing well, that is as important to me as measurable figures. I think you can also feel the success.</p> |
| 57 | 00:31:56 | C6 | <p>Aber natürlich, ein Großteil sollte messbar sein, sonst funktioniert es nicht. Man muss mit Zahlen arbeiten, gar keine Frage. Aber es soll für mich nicht zwingenden Druck aufbauen, auf Mitarbeiter. Messbar finde ich ist es dann? Vielleicht die Zufriedenheit der Menschen, wenn man das merkt. Wenn die Loyalität, wenn der Fluktuation etwas zurückgeht. Wenn die Krankenstände sich vielleicht positiv entwickeln. Wenn du, das sind ja so Faktoren, wo du sicher spürst, es kann ein Teil davon sein. Muss nicht, aber kann. Und wenn es den Leuten gut geht und nicht mit denen sprechen, die sagen es geht mir gut, ich bin gerne hier. Das ist mir dann alles gesagt, weil Freude an der Arbeit ist für uns ein Hauptkriterium auf dem Big Picture. An dem arbeiten wir gemeinsam. Und wenn es den Mitarbeitern gut geht, dann ist es alles, dann ist unser Ziel eigentlich erreicht. Das kann man nicht wirklich messen, man sieht es nur in den Gesichtern, wenn sie grinsen oder dass es ihnen gut</p> | <p>But of course, a large part should be measurable, otherwise it doesn't work. You have to work with numbers, no question. But for me, it should not build up compelling pressure on employees. Measurable I think it is then? Maybe the satisfaction of the people, if you notice that. If the loyalty, if the fluctuation decreases a little. If the sickness rates perhaps develop positively. If you, these are such factors, where you certainly feel, it can be part of it. Doesn't have to, but can. And if people are doing well and do not talk to those who say I'm doing well, I like being here. That's all said to me then, because enjoyment of the work is a main criterion for us on the Big Picture. We work on that together. And if the employees are doing well, then that's it, then our goal has actually been achieved. You can't really measure that, you can only see it in their faces when they grin or that they're doing well. And that goal, that you get there.</p> |

| | | | | |
|-----------|-----------------|----------|---|--|
| | | | geht. Und dieses Ziel, dass man dahin hinkommen. | |
| 58 | 00:32:56 | I | Ja. Okay. Danke. Dann wäre bereits die letzte Frage beantwortet. Und ich stoppe die Transkription, die Aufzeichnung. | Yes. Okay. Thank you. Then the last question would already be answered. And I'll stop the transcription, the recording. |

Interview C7

| Row | Time-stamp | Speaker | English |
|-----|------------|---------|--|
| 1 | 00:00:00 | I | Thank you for joining me for the interview for my Master thesis. I would like to jump right into the interview itself. With the first question, what are your past or current experiences with remote work concepts? |
| 2 | 00:00:24 | C7 | From my side, first of all, thanks for having me and for asking about our company's reality. Maybe before we go into the interview itself, let me please repeat the anonymity behind my participation. For me, it would be important that the company is not named as such. I saw this also in the email. Otherwise, we should go through a process where we have to consult communication and legal for any mentioning in your master thesis. |
| 3 | 00:01:07 | I | No problem. |
| 4 | 00:01:08 | C7 | That's super. But coming to your question, which experience do we have as a company? Basically, maybe let me start describing a bit our environment. We are a company of about 4,000 employees plus minus. We operate internationally, we have 40 plus subsidiaries. Sometimes it's a really fully fledged subsidiary with different departments. Sometimes it's really more an office with maybe 10 to 12, 15, 20 colleagues in it. It's very diverse, so to speak, in terms of structure and also in terms of maturity. Nevertheless, of course, being a global operating company, it was pretty fast clear that we need some kind of governance if we want to offer remote work as a way to shape, let's say, employee relationships with the company. What we mainly have is work from home, as we call it, the home office scenario. It was really pushed and forced during the pandemic period, I think, as in many other realities. Until 2020, the company was very cautious with having such a style of working. Work from home or home office was more the exception than the rule. But through the pandemic, I think we learned a lot. It was also the time where we then established this global strategy or global policy, more than strategy. |
| 5 | 00:03:17 | C7 | And basically, I think there are three things that from a company point of view you have really to consider. First of all, I think as any other form of collaboration, you need a bit of a frame so that the basic rules are established. But also I think that the kind of orientation is given to employees and to managers, as the remote work really offers a lot of chances but also includes a lot of risks. Only to mention one, I think being a good manager these days is tough enough. If you then have the scenario that your employees are spread in different locations, then it's even harder to take care, not only about the functional things, so content, organization, coordination, project plans, forecasts, finance, and whatever is concerned to really to your work and content. But I'm speaking more about the soft facts, so about making sure that employees are feeling well, making sure that the team spirit is the right one, making sure that there are no, let's say, under cover conflicts, stuff like this. The first pillar, I think that it's really key and important is that you have kind of a governance, kind of rules for managers, for employees, how remote work should look like, and what the company expects from people that work at home. |

| | | | |
|----|----------|----|---|
| 6 | 00:05:10 | C7 | <p>And on the other side, also what people can expect in terms of flexibility and freedom. Second, I think there is also, let's say, more legal and tax related aspect. As a global acting company, it's important to get a good feeling about the legal frame around the globe. So to establish a policy that is somehow okay for each and every country. Of course, there are countries without any regulation, and this is more the easy situation. But then there are a lot of other countries, especially we in Europe have a highly regulated work environment, also in terms of working contracts, of social security, of permanent establishment questions. Permanent establishment means when you work from home and there are such things that are true, then this automatically means you establish a company site at your home. So things like that. Then, of course, ensuring that social security is okay with the percentage. So ensuring that nothing changes for the text related questions in the, let's say, in the contract that you have with an employee. This is also something that sounds very theoretical, but for example, in your region, where you have somehow Austria, then you have Germany, then you have Swiss, then you have Lichtenstein.</p> |
| 7 | 00:07:07 | C7 | <p>It's super quick that you work maybe, I don't know, in Lichtenstein and you live in Austria or the other way around. Here having the risk then suddenly you have a lot more taxes to pay as an employee is something that you should consider. Being aware also the employee, maybe when some percentages are requested, such as I would like to have 100 %, whatever. I think it's important to take this also into consideration. Second pillar is the tax and legal related aspect. The third pillar, and this is maybe something that concerns maybe more bigger companies, but nevertheless, I think it's important is somehow that your governance, the rules, the regulations are perceived as fair for each and everybody collaborating with you. So that even if you have different countries where you are operating, that employees within a country have a good frame and perceive this as fair. And here I'm thinking about the different positions because I think it's clear that remote work is only possible if I can take my work also, for example, with me at home. So for a production operator, there's no chance to make remote work. For a logistic operator, there's no chance because, of course, the stuff that you have to do is there in the company.</p> |
| 8 | 00:08:51 | C7 | <p>This is important within a company. Between then sites, I think it's also important to offer more or less the same frame. Not that there is kind of an internal war then who is allowed more work from home, who is allowed less. And yeah, such aspects are then even tougher in regions like, like, Vorarlberg, Lichtenstein, Switzerland, this corner, because here you have then also the constellation that people from different nations working at the same site legally, have different possibilities and you have to ensure to treat everybody the same.</p> |
| 9 | 00:09:36 | C7 | <p>Summary, governance how to shape work from home, what is allowed, what is not allowed, which performance do we have to bring, stuff like that. Second, legal and tax related frame. So impacts on working contracts, impacts on taxes for the employee, on taxes for the company. And third frame, a fair lets say, way to handle it.</p> |
| 10 | 00:10:02 | I | <p>Okay, that covered already nearly all my questions that I had for the first topic, but thank you. You mentioned that not all jobs can participate in the remote office or remote work or home office. Were there any conflicts in the past between the different departments who can participate?</p> |

| | | | |
|----|----------|----|---|
| 11 | 00:10:25 | C7 | Not. Maybe it's not 100 % true if I say there weren't any. But let me say it like this, I think the conflicts were not so big that they escalated on a management level. Of course, communication and transparency is key. But this is, I think, true not only for remote work, but for any other topic that you treat in the company that shapes the frame where people work or where people are working. What was funny, I go back to the pandemic time, and unfortunately, remote work is somehow connected and so everybody maybe relates a bit to the pandemic time. I remember the first days where lockdown started in different countries and being in international function, I had the luck to also experience how different countries deal with this topic. But I remember at the beginning, and we as a company in the field of medical devices and somehow health care, had the luck to remain open during all the phases of the COVID 19 crisis. And at the beginning, I remember that all the operators, of course, scared by not knowing what COVID is and how severe maybe illness could be, etc. They all, of course, looked at the guys in the offices, so the white shirts, so to speak, they can work from home and we have to come to the company and we take the risks now, etc. |
| 12 | 00:12:33 | C7 | This was in some parts of the globe so tough that we decided, for example, that management team members, they should join the companies regularly. They should also show that with all the measures that we took in place, they are somehow as safe as possible. The view was okay, blue colors have to risk their lives and the white colors have the luck to stay at home. This was the case for approximately three weeks. After three weeks, the mindset changed completely. Then we had the other way around. Only white color said, the blue colors have to luck. They can go out of their homes. They can join their colleagues. This is somehow funny. That was would I like to stress with that is that, of course, the garden of the neighbor, as we say in German, is always greener. Of course, there are some times people that say, Okay, I'm not so lucky because my work doesn't allow me this freedom to have one day a week, maybe an additional lunch with my family because I'm at home. And the other way around, I think it's always important to relate then also to the advantages of the different job, because each job has disadvantages and advantages. |
| 13 | 00:14:11 | C7 | The operator in the production, for example, has maybe the disadvantage that it's less flexible because you have shifts, you have you can be so flexible. But has the luck then when it's, I don't know, five, six o'clock ever in the evening, the work stays there. If you are on vacation, the work is done by someone else. The other way around, many white colours have the situation, they leave the office and when they come back, the work is still there. There is no other operator that takes this work. |
| 14 | 00:14:51 | I | The whole job, different jobs has advantages and disadvantages too. |
| 15 | 00:14:56 | C7 | With transparency and communication, as I said at the beginning, it's easy and good to explain also the difference, and so nobody's angry about. |
| 16 | 00:15:13 | I | It's also major aspect that you offer this kind of transparency to your employees. |
| 17 | 00:15:19 | C7 | Of course. |
| 18 | 00:15:21 | I | Okay. |
| 19 | 00:15:22 | C7 | Another aspect was definitely when we implement this is just additional way to work with us. A dedicated communication campaign where we explained to each and everybody the policy, not only to those who then went home. |
| 20 | 00:15:42 | I | Where there other barriers which you encountered during the introduction of the remote work strategy or policy? |

| | | | |
|----|----------|----|---|
| 21 | 00:15:54 | C7 | Yeah. Let me think. This is then more related to the way how you shape work from home. One thing is that you have to make sure to offer a certain service at the company, at the site, and to establish kind of rules that, for example, in our payroll office, even if there are three employees that are engaged to work from home, that they make sure that there is always one there if people have questions, if people need support. One thing was coordination because, of course, without coordination, it's kind of easy that then Fridays or Mondays are chosen if you allow one day. The last day in the week and the first day, maybe. Related to the weekend, this was one thing. Second, to make sure that you have enough slots where the whole team is at the site. Because otherwise, if you are five and even if you make sure one or two are always here, it can happen that the whole team needs maybe one a month or every two months. I think we tend to take it not serious how big the impact if people do not meet regularly in person, or if they do not meet regularly, how important it is to establish a space where also virtually, we are not only talking about content. |
| 22 | 00:17:45 | I | It puts the manager under an additional effort that they coordinate and build the team spirit and loyalty and bring also the company values to the team when they work distributed. |
| 23 | 00:17:59 | C7 | Of course. This is something that maybe is underestimated. At the beginning, if you do not live it yourself, then you say nothing changes only because we are not here all together. But this is not true. It's true for a month, two, three, four. But everything that is longer really tends to isolate the team, to isolate the team. |
| 24 | 00:18:32 | I | Were there also organizational changes which had to be done in order that the remote work policy could work? |
| 25 | 00:18:41 | C7 | Not really. We had really the luck to have a super IT infrastructure. In terms of everything related to the IT world, it was pretty okay. In terms of teams, if you mean more the way, how teams are organized in organizational units and how units are organized in departments and stuff like that, there were no changes. What we experienced more, and here also, of course, another topic comes into the discussion and it's not too much related on the home office, but it's more remote work in the sense that people of different sites, locations, countries build the team. We call this matrix management. When you have the case that the manager maybe lives in the US and works in the US, two to three team bodies are from UK, the other two are from Italy, and the next two are, I don't know, from South America. And all these eight people build the team. And of course, it's remote work as well, even if they are all sitting in their offices at the site. But nevertheless, the communication collaboration goes through virtual infrastructures. And here, this aspect really hits very hard. We as manager, have to establish platforms where you talk about your weekends, where you say, Let's have 10 minutes together with a cup of coffee. |
| 26 | 00:20:28 | C7 | Let's really establish, for example, as a rule that in those 10 minutes we do not speak about working company. We speak about families, we speak about spare time, we speak about how is the wellbeing, stuff like this. And what's additionally, this is more the team aspect, and what's additional in the face to face leadership, that you as a manager really plan your interactions with the team members. And depending, of course, of the size. But the only chance to remain in contact is really to plan. Today I call Kim and tomorrow I call George. Only to ask how are you doing? Everything fine? Is there anything I can help you with? Because the natural way of doing this, passing by at the way to your office and jumping into and say, Hello, Tim, how are you? Everything good? Is there any... I don't know. This, of course, is not possible in this kind of remote work. |
| 27 | 00:21:36 | I | So it puts a new way of management style. Not the old one, but completely new. |

| | | | |
|----|----------|----|---|
| 28 | 00:21:43 | C7 | Yeah, completely another one. What we did is because from 2020, in the last two and a half years, these teams exploded in our little world. Before the pandemic, this was the rarely exception. Now we have maybe 5 % of the workforce in this constellation, so sitting at different places, etc. Since two years, we really offer a complete curriculum called virtual leadership, where you learn different things on the soft side, of course, but also on the hard track side, how to best use the infrastructure, how to make workshops online, all this stuff, and of course, also how to shape relationships, how to ensure that you remain close to your employees. And this goes to the point also how to feel through the camera when something is wrong. Because also this is underestimated. When we sit in a room, human beings are able to read from eyes, eye movement, from the way you are sitting, from different things, how you are doing, how you are feeling. The camera and the micro filters this to 80 %. If you are not super, super focused and you have maybe six, seven people in this little screen. |
| 29 | 00:23:08 | I | Yeah, you lose the whole mimic and gestures. You lose a lot of information, which helps you. |
| 30 | 00:23:14 | C7 | This was also something that maybe is kind of a challenge. Of course, what also challenged is still a challenge is the question, what happens with company culture? What happens with values when people are not physically together or not at this site? This is something that maybe we will discover in a couple of years. It's too early to say that because 99 % of the cases are people that were here already and then changed maybe to remote. |
| 31 | 00:23:56 | C7 | A scenario where someone new comes in and never experienced the state being a company, living here, experience, I don't know, the building, the way how people greet each other, whatever. Maybe this also makes something when we have enough of those cases. |
| 32 | 00:24:20 | I | So you have some measurements in place to evaluate your remote work strategy? |
| 33 | 00:24:28 | C7 | No, so far not. What we have more experienced, so to speak, going now from the as said the implementation was some time ago, and now we are in the phase to review the global policy, the governance frame. What I experienced in this phase is at the beginning, the introduction, for example, was all about the benefits. You have more time with your family, you do not commute, you're doing something good for the environment, blah, blah, blah, blah, blah. Now people ask and also pretend to include also disadvantages. You move less, you do not... How can I say? You have no informal information. You only get what's really official. It's not this, I don't know, the coffee machine I hear that we talk. |
| 34 | 00:25:46 | I | The coffee machine talk. |
| 35 | 00:25:48 | C7 | Yeah, no informal information. Then, of course, the barrier between your spare time and your working time is really thin. Because you are at home, you wake up, shower, drink your coffee, have breakfast, whatever you like to do in the morning, you make one step and you are in the office. |
| 36 | 00:26:14 | C7 | If you are lucky. |
| 37 | 00:26:17 | C7 | You have a place where you have an office or where you have a desk or a chair. |
| 38 | 00:26:21 | I | Or you have the same office desk when you do the lunch or breakfast. |
| 39 | 00:26:25 | C7 | Or if you are unlucky, you work where you eat and you never see something else as you want. All these things, I think, were underestimated before people were first forced to stay so many days at home. Now people saw that work from home is not only the very nice, flexible, and super solution for everything, but they saw also, sometimes it's maybe convenient, but having a routine to go out to meet your colleagues, etc, has also a lot of advantages. |

| | | | |
|----|----------|----|---|
| 40 | 00:27:14 | I | So an a dvantage would be they have the flexibility to organise their private life better and also when they have something to do privately. But disadvantage would be when they lack the discipline, they don't stop working. |
| 41 | 00:27:31 | C7 | Of course. For example, this is the risk that we saw and also where we had to, let's say, really make managers aware that they take care about a bit also the working hours and taking care about the well being of the people. This, of course, something that was or is a challenge. This brought us also to a... This was a proof that our policy was not too bad because we allow between one and two days, depends on the country. But one or two days is maximum per week. This is something that I think it's good for the company and it's good for the people. And to be honest, what we see is that more than one day is seldom. People like to go to the company. That's something that they are happy when they can stay at home all the time. |
| 42 | 00:28:50 | I | To touch on one point is, what considerations did you consider to set up the remote work strategy, despite from the COVID 19 pandemic that you wanted a safe workplace? Did you consider also additional factors there? |
| 43 | 00:29:12 | C7 | I'm not sure if I catch the question right. Was it what we do to ensure that working from home is safe for the people? |
| 44 | 00:29:24 | I | No. What were your additional key considerations for setting up a remote work strategy? |
| 45 | 00:29:31 | C7 | Despite the safety? |
| 46 | 00:29:33 | I | Despite the safety. |
| 47 | 00:29:35 | C7 | Basically, the considerations were to offer somehow an additional benefit to the people. This flexibility of, as you said it before, if you have in your private life, in your spare time, if you have something that is easier to manage, if you do not have to commute, then you have the chance to do that. So flexibility. Then also the thought that this makes maybe the company more attractive when in your list of benefit, you have also work from home as an additional way of shaping the working environment. Then of course, there are some minor, let's say, benefits such as when people work from home. And especially if they use the car to commute, then somehow it's a bit cheaper, so to speak, because you save maybe a gasoline or something like that. It's good for the environment at the same time because you save, of course, pollution. But I think really the main additional consideration was to have a benefit more. That may be through this benefit, you have a bit more attraction. And we had also the feeling reading different studies and consulting different parties, also, all the companies or institutions that the labour market a bit expects now that you have the chance also to work from home. |
| 48 | 00:31:44 | I | It's a requirement for future candidates that they want to mark the checkbox, offer home office, and that's it. |
| 49 | 00:31:53 | C7 | Yeah. It's more, in my personal opinion, this is maybe not the opinion of the company, but my personal opinion, it's more felt flexibility. |
| 50 | 00:32:05 | C7 | You offer them two days a week, the reality is then maybe, I don't know, any other week they stay one day at home. It's more felt flexibility. But before they join, this makes them a good feeling. Yes, I can. If I want, I can. It's maybe more perceived benefit. Nevertheless, yes, we thought this is requested, required from the labour market. |
| 51 | 00:32:37 | I | It's to stay as an/ to be an attractive employer? |
| 52 | 00:32:42 | C7 | Yeah, of course. |
| 53 | 00:32:44 | I | Okay. Do you take special steps or tasks to ensure the success of the remote work strategy? |

| | | | |
|----|----------|----|---|
| 54 | 00:32:56 | C7 | Yes, I said communication transparency was really key. Maybe if you ask especially for those aspects, let me describe it a bit more detail. What we at the headquarters did at the time was trying to establish a governance asset that is fair for the people and safe for the company. So including all things like work and safety, for example, what are requirements? How can we ensure that people are safe at home in terms of requirements? Blah, blah, blah. How can we ensure that performance is given, etc. For example, that even if you are at home, the regular working hours are the frame. Or in general, that the company rules apply also at home. That childcare, for example, at the same time as working is not allowed. You can't have a look on your two years old and work on an excel at the same time. I think everybody who has a kid knows it. So stuff like that. So ensuring a good environment and safe environment for people. Also pretending that you have a desk, a chair, a place where you can work basically in a good quality environment. On the other side, I said, ensuring performance. |
| 55 | 00:34:35 | C7 | Then all the important things that local HR department should consider. What I said before with taxes and working contracts, et cetera. In collecting all this stuff, there was a 25 page guideline then that came out as a result. Once we had this, we said, okay, let's exchange with all the HR managers around the globe how this guideline fits to their local requirements. Because it's a bit like the European Union. European Union gives high level, let's say, regulations and then each state has to make the own legal frame out of it. Similar is what happened. We shared this guideline with the overall rules, checked that nothing is really in conflict with local requirements, and of course, checked if there are aspects that we missed for certain cultures or countries. Then we had the next round discussing this with corporate management. Corporate management in German would be our "Vorstand". Because, of course, this was a change in the working relationship. It's a new way of shaping the working relationship. It was important that the five main leaders go with it. Third, we presented it to the management teams locally. We offered sessions where we presented the guideline, where we gave chance for question and answers, etc. |
| 56 | 00:36:36 | C7 | Last but not least, we required that the local policy then, so the concrete rules for the countries are presented to the whole staff. We required that this is included in townhall meetings, for example "Betriebsversammlung" or similar, so that we really, in short, this transparency. Also, because of course, the main part there was done to say it's only a certain kind of job is, of course, allowed to. So transparency was key to avoid conflicts and maybe bad blood. And the last thing, maybe to ensure a good implementation was that we gave to the countries the freedom to shape a bit also the policy locally. For example, a maximum is 40 % of the weekly working hours. So two days a week when you work 100 % five days. But you can choose everything between zero and 40 % and it must be more than zero. So for example, you can also choose two days a month, four days a month, whatever you think it's appropriate for your culture, basically. We forced everybody to implement the work from home, so to increase a bit this benefit perception, but we forced them not to have the two days. There are several sites that have one day as maximum, and other sites even have 30 %. |
| 57 | 00:38:44 | I | Okay. |
| 58 | 00:38:44 | C7 | So Freedom. freedom in the way of implementation was a success factor. Great. |
| 59 | 00:38:51 | I | I think we are nearly finished. |
| 60 | 00:38:55 | C7 | Super. |
| 61 | 00:38:56 | I | I stop it. |
| 62 | 00:39:00 | C7 | Thank you for having me. |

Interview C8

| Row | Time-stamp | Speaker | English |
|-----|------------|---------|--|
| 1 | 00:00:00 | I | Thank you for joining me for the interview about my master thesis. I would like to jump to the first topic right away. What are your past or current experiences with remote work concepts? For concepts like remote first, remote friendly, remote per days, the classical home office, or during the Corona, remote for now, where everyone was sitting at home basically doing their job? |
| 2 | 00:00:35 | C8 | Yeah, for us, it was quite a good time to switch to the remote work concept because we were already preparing for our digital workplace that is cloud based. We had the first tools out there for the users globally. Then Corona started and it was a booster. We recognized that they had to work from home and that they really benefit from having their work tools available remote. |
| 3 | 00:01:10 | I | It was already set up when you rolled out during the pandemic? |
| 4 | 00:01:14 | C8 | Yeah, it was somehow exactly the same time. It was a benefit for us that we were in preparation for all the stuff and that it was a booster for rolling it out quickly and that the users adopted very quick. They had to. That was not an option anymore to stick to non remote experiences. |
| 5 | 00:01:42 | I | How did the employers or the organization adapted to this change through the sudden shift to remote or the use of digital tools? |
| 6 | 00:01:52 | C8 | Yeah, we tried to keep an eye on trainings, on information and in general to adapt and change management. We tried to have good sponsorship from the board to inform about the possibilities, about the benefits and to work together with them, with the users in the regions. Finally, we did the rollout region by region to be able to train them accordingly. |
| 7 | 00:02:26 | I | You mentioned change management. Was there a lot of work involved during the rollout? |
| 8 | 00:02:37 | C8 | Yes. It was quite a big part of the project because we added not just the communication stuff to the change management, but the trainings as well. As we used to have a very old platform, the tools themselves changed a lot, and that's why it was necessary for them to immediately have different changes. First of all, they had the change of the transfer of the different tools, but the tools that available was not comparable anymore because we had a really old version before. It was the technical and the organizational change in one part or in one project. |
| 9 | 00:03:31 | I | Are there any restrictions to the jobs who can participate in your remote work world or digital workplace world? |
| 10 | 00:03:41 | C8 | Yeah. Not the restrictions from IT side, but the regions themselves have to pay for the licenses. That's why we recognize that the office users, so the users that are used to do office work, adapted quite good and that they contribute to remote work concepts. But the first liners, the ones that are working in physical, let's call it during the day. |
| 11 | 00:04:13 | I | Production area. |
| 12 | 00:04:14 | C8 | Yeah, of course, production area and all that stuff, they don't get the possibilities from the region quite often because the license costs are recharged. That's why not all of them see a benefit for having the production side employees connected to the digital workplace as well. That's a project we are working on currently. |

| | | | |
|----|----------|----|---|
| 13 | 00:04:43 | I | It's also quite differentiated between each subsidiary of your regional subsidiary, how to roll out the digital workplace. |
| 14 | 00:04:54 | C8 | The rollout for the office users was quite similar. We did that region per region, having a blueprint that worked quite well. They lost their old tools, so there was no option anymore. The production side employees did not have any digital tools available so far, so there was no change for them. |
| 15 | 00:05:26 | I | What remote work concepts do you use now? Do you have you have 100 % remote employees or home office policies or it's a remote by day? |
| 16 | 00:05:37 | C8 | Yeah. That's exactly a topic that can be defined by each of our subsidiaries. Having a look at the contractual parts of an employee, so from HR side. Having a look at our location where I'm employed, we have all of the concepts available. We do have the employees that don't have home office or remote work anyhow. We do have employees that have the possibility to do remote work and the ones that do 100 % remote work. Everything is possible. |
| 17 | 00:06:18 | I | Do you have also some measurement system in place to evaluate the remote work strategy or remote work concepts for the effectiveness? |
| 18 | 00:06:31 | C8 | Yeah, we do have. As we are working with Microsoft 365, we have a lot of insights on the current usage of all the tools available. We can have a look at the clicks of our landing page. We do have insights on storage used, and that's an indicator for us. Or for instance, the minutes our employees stay in Teams meetings and that are indicators for us whether remote work is accepted in youth or not. But from a technical point of view as I'm from IT department. |
| 19 | 00:07:07 | I | That's a great new view to this project. |
| 20 | 00:07:10 | C8 | Perfect. |
| 21 | 00:07:12 | I | We can now jump to the next point. The key considerations. What were the main reasons for you, your company to adopt a digital workplace or a remote friendly workplace? |
| 22 | 00:07:31 | C8 | As we talked about before, in fact, we were working on it already, the main factors would have been that we want to keep competitive and that we want to have a modern workplace for all our employees that are using these tools. And of course, Corona was a booster. |
| 23 | 00:07:53 | I | Were there any factors which you or the company did not consider for developing the remote work concept? |
| 24 | 00:08:05 | C8 | Of course. I think, having a look at the adaption we talked about before, so that only the office users benefit currently from a remote work strategy has some room for improvement. The question would have been, in case we did it differently, whether we would have more first liners connected already.he. |
| 25 | 00:08:32 | C8 | Different target audiences, we really focused on the ones that were using the old tools. |
| 26 | 00:08:43 | I | How did you decide in the end what model was best suited for you or for the company? |
| 27 | 00:08:54 | C8 | We were already using Microsoft products. It was quite clear for us to stay there. Word, Excel, PowerPoint, all that stuff was already given. We already had Exchange, we already had SharePoint, and it was clear for us that it's easier to do the shift to the cloud solutions and using the same platform. |
| 28 | 00:09:23 | I | Your whole platform or the digital platform is based on Microsoft or on the cloud solution? |
| 29 | 00:09:30 | C8 | Exactly, based on Microsoft products. |

| | | | |
|----|----------|----|--|
| 30 | 00:09:35 | I | Are there any steps you take to ensure the success of your remote work strategy or concept? |
| 31 | 00:09:46 | C8 | Yeah. We had some different milestones and we adopted them during the whole project. In the first instance, it was important for us to build up a stable base for all the different pillars we have in our digital workplace. We defined that we want to provide the possibility for employees to be informed, that they have the possibility to collaborate, that they are able to do projects, and that they have some processes they already had before. After having a clear picture on how these different pillars work together and how we will build it up, we did that, we implemented. Afterwards, we rolled out the functionality together with their content. We even shifted the content they needed in their daily business. That was the time they really adapted to the tools and to the functionality available. |
| 32 | 00:10:58 | I | You had a holistic view of their work in mind when you developed the strategy? |
| 33 | 00:11:05 | C8 | We tried so. Exactly. |
| 34 | 00:11:10 | I | Great. We can now jump to the barriers. What were the most significant barriers for a remote work strategy in your company? |
| 35 | 00:11:29 | C8 | User behavior. They were used to use other tools and they did quite the same job but in a different way. It's like always, in case a user is used to it for many years, they exactly know how to deal with it and how to do and how processes run. In case they always printed out this sheet of paper and brought it, for instance, to their line manager, they did not think about their steps anymore. Having the remote work strategy in place, suddenly their work behavior needed to change because it was not possible anymore to print out and bring it to the line manager. They were disconnected. So the adaption in their work style. |
| 36 | 00:12:29 | I | Were there also any conflicts when they had to change to the new processes or to the new workflows? |
| 37 | 00:12:39 | C8 | Of course. There were employees that were happy and told us, Thanks God, finally we did it to improve these processes and to go for a remote work strategy or a digital workplace. But there were the others as well. There was a conflict even within departments that are not connected to IT that there were employees who wanted to stick to the old processes and wanted to keep it and the others wanted to improve more and go faster. It was somehow a process that they got the same pace. |
| 38 | 00:13:28 | I | How did you deal with these employees who didn't want to transition or which slowed the process down? |
| 39 | 00:13:43 | C8 | First of all, of course, we tried to talk to them to get their points why it is, why is it not that easy for them, or their reasons to understand their concerns and to talk to talk to them. We invested a lot in trainings and qualification that they lost the barriers because they get used or got used to the tools. And of course, last but not least, the last ones had to do so. They needed to be forced. There were the different groups of people. There were early adopters that needed not that much attention. There was the majority which adopted, through qualification information quite well. The last ones needed to be forced. |
| 40 | 00:14:49 | I | Would you also encounter other types of barriers also during the remote or digital usage of tools or the new workflows? |

| | | | |
|----|----------|----|---|
| 41 | 00:15:01 | C8 | Yeah, we encountered different problems. The significant was the change for the users that cost a lot of time. Others were technical ones. We recognized that, for instance, performance is not always the same and differs day to day. We cannot rely, for instance, during our migrations, that a package of 100 gigabytes always lasts at the same time. So we had to be flexible in our planning and adapt to the circumstances we had. We got there some barriers as well. And within my team, it was, of course, a shift of responsibilities and shift of their tasks, of their daily tasks as well. Before we were used to have installed everything on our systems locally within XXXXXX. They focused on the service, they focused on the installation process, the maintenance and stuff like that. We were able to shift that to Microsoft using software as a service. But there were a lot of other tasks. For instance, it's really important to have an eye on the roadmap of them because the features are just coming to our systems without any possibility for us to decide when and how. Was not only necessary to focus on qualifications for the end users, but for my teammates as well. |
| 42 | 00:16:55 | I | It was also completely shifting priorities. You don't have to manage anymore your servers on premise and keeping them alive. But now you have to check what lies ahead in the future of the roadmap at your service and maybe also end of life notifications. |
| 43 | 00:17:11 | C8 | Exactly. |
| 44 | 00:17:13 | I | Were there also any barriers for, for example, collaborating between on-site workers and workers which are now suddenly not in the office anymore? |
| 45 | 00:17:26 | C8 | Yeah. During Corona, everybody was at home and that was the starting time of our remote work and having everything in cloud, so everybody was at home and disconnected somehow. It was rather easy then to have, for instance, meetings or to collaborate because everybody had to. By the time the regulations got less and we had a hybrid setup, part of the team was at home and part of the team was working from company side, we recognized that it got even more challenging because having all information for everybody. A lot of communication happened again within the office and we had to focus on not forgetting to inform the others who are still working from home. What we recognized there was the hybrid setup that was more challenging. And till today, having a meeting online is quite fine. That's not a challenge anymore for anybody, I think. Having a meeting where everybody's on site, of course, as well, not. But the hybrid meetings, we recognize that it's suddenly a barrier between the participants online and on site because of discussions that maybe just disconnect. |
| 46 | 00:19:07 | I | You already talk about the talk before you enter the meeting, which you're not part when you're online, and also maybe the informal talk in the office space. When you just talk over the desk to someone and ask something. |
| 47 | 00:19:23 | C8 | Exactly. |
| 48 | 00:19:27 | I | Are there any... How did you deal with that barrier? Or were there any example leadership trainings for managers to better manage the hybrid world or similar? |

| | | | |
|----|----------|----|---|
| 49 | 00:19:44 | C8 | Yeah, there were some use cases we wanted to provide how to keep an eye on those topics. HR provided some promises and principles how we want to collaborate with each other as well. From our organizational point of view, we even adapted these promises and principles on remote work for the digital workplace. We call it now our digital etiquette, and it defines how we interact with each other within the digital workplace to keep on respect, to keep informed, in fact, to bring necessary information to the right people in time. |
| 50 | 00:20:33 | I | Were there also any issues regarding legal challenges to the digital workplace? |
| 51 | 00:20:43 | C8 | Of course, there were. As we shifted to the cloud, there were concerns of our work councils. They asked a lot how data will be stored, how it will be accessible. There were concerns of other employees as well because they first thought, Okay, it's now in the cloud. Everybody has access to, but that's not true, of course. We still have our security and privacy borders. From a legal perspective, we decided to have all our data within data centres in Western Europe only to avoid having additional challenges concerning some regulations of the European Union. |
| 52 | 00:21:32 | I | It's more like real regulations regarding that, the protection, like the ISO 27001 and GDPR issues? |
| 53 | 00:21:44 | C8 | Yes, exactly. |
| 54 | 00:21:48 | I | The way you deal with them was setting it up legally, so conform, regulations conform. |
| 55 | 00:21:58 | C8 | We had a governance workshop at the very beginning where we built up all the pillars to different where we had a look at the configurations that made it more friendly to meet all these requirements. |
| 56 | 00:22:18 | I | You mentioned it just before the performance of the work. Are there any system in place how to measure the performance of remote workers or also on site workers? Because it's also what topic sometimes discussed. |
| 57 | 00:22:36 | C8 | No, we don't have such measures at the moment. |
| 58 | 00:22:41 | I | No goal system like OKRs or similar? |
| 59 | 00:22:47 | C8 | We had something like OKRs before, but not connected to our remote work strategy or to our productivity. For us, it's many years that we have goals per year for each employee that are aligned with the line manager and are measured at the end of the year against the results. But we do not measure the productivity or the activity within our digital workplace for the employees. |
| 60 | 00:23:18 | I | You have just the general yearly goals of the employees and you break them down? |
| 61 | 00:23:24 | C8 | Exactly. |
| 62 | 00:23:29 | I | Okay. Did you observe any decrease of employee loyalty? Because some employees are working now remote or not that connected anymore to the company? |
| 63 | 00:23:47 | C8 | Not so far. But the number of employees who work remote only is really, really slow. We recognize that our employees are still happy to get at least from time to time on site in the company. And to be honest, our general terms are to be in the office from time to time. It is a special agreement to get 100 % remote work. |
| 64 | 00:24:21 | I | Just on special occasions or for employee retention. You really want to keep that employee. |
| 65 | 00:24:30 | C8 | Exactly. Keep positions. |
| 66 | 00:24:35 | I | Keep the position. Also come to the last point, advantages. What advantages could a remote work strategy offer to your company? |

| | | | |
|----|----------|----|--|
| 67 | 00:24:47 | C8 | Being more flexible, being state of the art, providing a working area that boosts productivity. By the time, the employees enjoy working with the tools available, they do it in a good way. |
| 68 | 00:25:11 | I | So for you, remote work is strongly depending on the digital tools available to offer an advantage. |
| 69 | 00:25:23 | C8 | That's my perspective from an IT department, yes. |
| 70 | 00:25:29 | I | Do you think your company would also benefit from a global talent pool so that you really can search remotely for experts or future employees? |
| 71 | 00:25:45 | C8 | Yes, I think so. In fact, we already benefit from it because as we have production sites all over the world and offices all over the world as well, we already shifted the work to the regions. And that's how we benefit from talents all over the world within the different sectors already. Our company has a strong strategy, having all the competencies within the region available. |
| 72 | 00:26:29 | I | Okay, now, an HR topic, how would you attract international talent? |
| 73 | 00:26:37 | C8 | Yeah. Really an HR topic, but from my perspective, it's attractive to work in our company because of the many different cultures we have and the challenges we have in a global company. We have a high amount of very specialized tasks, and therefore, our jobs are attractive. Additionally, the flexibility we get offered on how we are doing our job. For instance, time management and all that stuff, it's attractive as well. And last but not least, I think it's really nice to live in Vorarlberg. |
| 74 | 00:27:27 | I | Okay, that's great. How would you integrate remote or how would you integrate remote workers in your teams or in your existing teams which are maybe on site, only on site or in office? Yeah. |
| 75 | 00:27:44 | C8 | In fact, as we already have remote work for the ones that live here in Vorarlberg as well, most of our meetings and most of our communication is already online. Therefore, it would not make a big difference for them to get integrated. We would have to find a way how to cope with the topics we had previously. So the coffee break discussion and stuff like that to focus on such social communication channels as well and to have them online. |
| 76 | 00:28:31 | I | Okay, great. Do you see also additional advantages for current employees or by remote work strategy? |
| 77 | 00:28:44 | C8 | You mean by the time having employees from other countries within the team? |
| 78 | 00:28:52 | I | Or what they gain. So for example, additional flexibility that they don't have an eight to five job. They can now sit at home to do the job and maybe better bring private life or the work life balance better in balance. |
| 79 | 00:29:11 | C8 | Yeah, exactly like that. Many of our employees already save a lot of time not having to drive to the company every day. It's up to an hour per day. Having the way to the office and back, so it saves lifetime, of course. It gives the flexibility to combine some appointments you have in private life and to work or to adapt to the time schedule given there. Thinking about employees, maybe with family, it's easier for them to bring everything into the schedule. Being more flexible, maybe shutting down the PC an hour, go out with the dog or the kids, and getting back to work after that. |
| 80 | 00:30:16 | I | Would you measure the advantages? |
| 81 | 00:30:24 | C8 | How to measure them? |
| 82 | 00:30:27 | I | For example, employees who surveys or net promot scores? |

| | | | |
|-----------|-----------------|-----------|--|
| 83 | 00:30:38 | C8 | We did not do that from IT side, but I think our HR department does so. I was sent a survey concerning our home office regulations a few months ago. Hopefully, they take a look at it and they adapted their strategy and it was even an increase in days possible for having remote work. Somehow they will measure it, yes. |
| 84 | 00:31:13 | I | Great. Then we are already finished. I would like to thank you and I stop now the transcription and the recording. |

Thematic Analysis

RWE – Remote Work Experience

KC – Key Considerations

BRW – Barriers Remote Work

PA – Perceived Advantages

RWE – Remote Work Experience

| Document | Coded Segments | Codes |
|----------------------------------|--|----------------------------|
| Interview_C1, Column: 4 Row: 2 | The remote work concept, for me personally now or for the company XXXXXX was very sales-heavy, for me as a sales manager. I know that from both sides, that you do home office on a daily basis, in the smallest case. But that you also work permanently, remotely, in the broadest sense. And I have to say, and I personally have always done well with this. When I was at XXXXXX in London, I only worked from home. As a sales support/project manager, I was 100% remote and only went into the office on a daily basis, and as a salesperson as well. | |
| Interview_C1, Column: 4 Row: 3 | And as sales manager now the other role, now one day at home, Wednesday and the rest always in the office. Personally, my experience with this has been quite good. Whereas I think they are totally different subject areas. Because if you work completely remote, then there has to be a certain reason that you're not sitting in the geographical location where the headquarters is. But nevertheless an employee for this company is and there we have also some, the XXXXXX, where as Sales Support with us works and has started. He is based in Salzburg. He would be sitting in the office if he were in Vorarlberg, but he is not. But he has the know-how we need, which is why we bought him in, and he now sits permanently in his home office and is the classic remote worker. And I think you have to be the classic remote worker. A, you have to have the character for it, you have to be self-driven and have this, I think it's called the intrinsic motivation to want to move something and not everyone has that. Not every person has that. Other types of people need the drive from the outside but if you work 100% remote, then you need that intrinsic drive. To want to do something. Because the distraction of course working from home Monday to Friday, with garden, with kids and with other issues otherwise is way too big. And if that intrinsic motivation fits, I want to make a difference, I want to work my 8-10 hours a day in my office for the company. | RWE\RWE-CE, RWE\RWE-PE |
| Interview_C1, Column: 4 Row: 3 | Then there is a prerequisite there. The second is, of course, that you have the environment for this classic remote work. Where I was in London at that time, I was alone and I had a large 30m2 room and the office was also included and I had my absolute peace and quiet all day and I could actually work well there. And I set up my routine, when I start, when I take my lunch break, when I finish in the evening. So that the day also finds an end, because that's also the danger of the remote office and if you're intrinsically motivated, that you don't find an end, that the workday never ends in principle. You have to manage that very clearly. So good self-management and good motivation are extremely important for and the right working environment and rest are extremely important for permanent remote workers. | RWE\RWE-RWF, RWE\RWE-PE |

| | | |
|----------------------------------|--|------------------------------|
| Interview_C1, Column: 4 Row: 5 | The relationship of trust has to be there, the job has to allow it, and an assembly line worker won't be able to work remotely. It works for a lot of jobs if you create the working environment accordingly. That is, of course, the basic prerequisite. | RWE\RWE-RWC, BRW, BRW\BRW-EB |
| Interview_C1, Column: 4 Row: 5 | Everything administrative, software developer and also hardware developer I could also imagine. If he doesn't necessarily need the equipment. But it probably works for more than we imagine today, if you really want it. Because you can also see it when you find the right people, especially today when it's difficult to find the right people. You can see what's possible. Then you just have to create the working environment. XXXXXX, who is in sales support, who supports sales, who does training. He is based in Salzburg and has all the access control equipment at home. He took a real access control system with all the equipment with him and set it up at home. So that he can really work there actively. And I think that's also a basic requirement. | RWE\RWE-RWF |
| Interview_C1, Column: 4 Row: 7 | The table at home should look like it's in the company with all the access and the full stuff. If you're administrative, it's an office printer that can do everything, fax, scan, copy. And if you're a hardware developer, it's in the simplest form, a soldering iron, gauges so you can do a little bit at home. | RWE\RWE-RWF |
| Interview_C1, Column: 4 Row: 9 | So at XXXXXX, it's actually that these KPIs are not measured actively, but rather indirectly. In sales, the sales person is of course a remote worker, where the KPI is the ultimate goal is the budget achievement and then also the quarterly achievement where we definitely control. And with Salesforce, of course, we can control much more, how many new offers were entered per week and those would be the KPIs. With other remote workers, such as the sales support engineer, who supports other employees, it is more difficult to measure this, because it is not based on sales. But these employees have certain tasks to complete. In other words, they have to meet certain deadlines. In a full remote working setup, the appointment calendar is, I would say, quite full. Or rather, the supervisor knows through a weekly coordination with the employee what this employee is currently working on. For example, this week we are redoing this access control presentation and the next week we are doing new tender documents and texts, which are also available in multilingual versions. And the week after that, we have business trips planned with sales. So that's just through the supervisor and the control through such support functions that's pretty well verifiable what the respective employee is doing. | RWE\RWE-RPE |

| | | |
|--|--|---------------------------------|
| <p>Interview_C1, Column: 4 Row: 11</p> | <p>I would like to say something briefly about remote working when it's just one day, meaning home office. Because that's the completely different spectrum. For a home office, since the title is "New Work". Of course, you can ask yourself what New Work actually is. Now that the pandemic is over, how much of the New Work is left. The XXXXXX Group, for example, has a remote working policy and a home office policy. Where every employee is allowed to work from home. If they want to work from home for more than one day, their supervisor has to sign off on it, and then two days are also possible. There is also a certain set of rules for one day or two days home office. XXXXXX Spain has booking set here, every employee must know is the employee in home office or is he at home. The employees need a certain set of rules, meaning you have to choose the day, which day is the home office day, you also have to choose. In one day home office, there I also do not need the complete setup. I don't necessarily need a home office, sometimes a kitchen table is enough, we all know that from the pandemic times. Because this one day home office is actually not something with remote work in the narrower sense, but rather with the company admits the employee a certain flexibility.</p> | <p>RWE\RWE-RWF, RWE\RWE-RWC</p> |
| <p>Interview_C1, Column: 4 Row: 12</p> | <p>So one day home office is also New Work, but is more for employee flexibility. Because we are all used to flexibility after the pandemic. Is more to be seen as flexibility, is more to be seen as a goody from the company to the employee. As an element of being an attractive employer. Just like a laptop, a car, a mobile phone whatever there is for the different professions. So a day home office is to be seen. Of course, that's very different than a 100% remote work strategy. So that's something that we're more likely to see. So where also our company is more open to you working out a day from home. If it's not exactly the sales area, but also in other areas, that you can master certain things more easily.</p> | <p>RWE\RWE-CE</p> |
| <p>Interview_C1, Column: 4 Row: 14</p> | <p>Exactly flexibility and also as an attractive employer as a flexible working time model. For example flexitime we already have and the next level is a home office policy with one day home office. And that also has to be planned so that the others know about it. But for me, it doesn't have these high requirements, because when the employee has peace and quiet at home, he can take documents with him that he has to study and read, and he doesn't necessarily need a soldering iron or a measuring device - that's just one day. For myself, Wednesday, also for the same reason, because the wife works and I take the kids to school and cook lunch and take them to grandma's house afterwards. For me, that's the email day. There's no person coming into the office no employee needing decisions.</p> | <p>RWE\RWE-PE, PA</p> |

| | | |
|-----------------------------------|---|-----------------------------|
| Interview_C1, Column: 4 Row: 16 | it's actually like this, there is a home office policy and it actually says at the moment more or less that the sales department works in the home office. If he doesn't live in the immediate vicinity of the headquarters and that's it. So we don't have any other official home office policy yet. It's up to the supervisor to allow home office on a daily basis for the employees. And if you look now in the again in the sales, then the sales-related area, the one where is not measured in terms of sales. We have sales support technicians, they are now 100% are in the home office. We now have technicians and project managers, XXXXXX, who is 100% in the home office in Wiener Neustadt. And there it's actually rather the strategy for 100% remote working, in our case characterized by the physical or geographical location. | RWE\RWE-RWC, KC, KC\KC-DRWC |
| Interview_C1, Column: 4 Row: 17 | And today the strategy is more like this, remote work only when it makes sense due to the geographical location. At that time we have the XXXXXX in the UK, who was directly employed by XXXXXX Austria and subsequently by XXXXXX UK. Because we needed a technician in the UK or. So out of necessity we introduced remote working. But not because we had too few workstations or desks in the company. Otherwise you could also introduce remote working in Vorarlberg. | RWE\RWE-RWC, KC, KC\KC-DRWC |
| Interview_C1, Column: 4 Row: 18 | So the strategy today is rather, if the employee has know-how that we need and is not sitting there or that the geographical location requires it, that he is in the area in the region where we need him. | KC |
| Interview_C1, Column: 4 Row: 27 | I think it's very important that there is a set of rules and then a lot of things will take care of themselves, because what the pandemic has shown, where everyone had the opportunity to do home office, the pandemic has shown very clearly who are the people who are intrinsically motivated and can then organize their working day on their own initiative? And who are the people for whom other people have to design the workday and transfer the tasks that are then processed. | RWE\RWE-CE, BRW, BRW\BRW-OB |

| | | |
|-----------------------------------|---|--------------------------------|
| Interview_C1, Column: 4 Row: 27 | There is however also a company also good examples if I think a sales internal service, yes the really were glad that they come back from the home office again. To clear working hours, because they are of course triggered by the ERP system, by the AX of the order processing. And this trigger, with a worldwide network where we have all time zones, never stops. This means that even at eight in the evening, new orders come in and the VID is programmed in such a way that they want to process the order by the end of the working day. Now in the home office, that's no longer possible, and they were really happy, sometimes also good interview partners, XXXXXX, who were really happy that they were back in the office, that they simply have 8 to 5 their working hours and then also free time. Because they just can't deal with those that on the AX 24 7 orders come in and work is acquired and they were of course used to just eight till five job where they just work it off and at some point it's done but at home it's not done. | RWE\RWE-CE, BRW, BRW\BRW-EB |
| Interview_C1, Column: 4 Row: 32 | I have done 100% remote work in London for almost 4 years, I was in the office once a week. A lot on the construction sites and with the sales people and on the road. | |
| Interview_C1, Column: 4 Row: 34 | I think I have to, if employee is in home office and he has inferior work setup, then it's also different feeling to work from home. Like if the company wasn't afraid to pay the cost and put the remote employee a perfect setup in the remote office, if I the loyalty is probably a little bit higher. | BRW |
| Interview_C2, Column: 3 Row: 2 | Talking about remote work concept, for me, preliminary, I think about some places where I can fulfil my duty of work. So not necessarily limited to home office, but from anywhere in the world. That is what I understand under remote work. Our experience with remote work is that it's mainly limited to home office indeed. What we have in our company is since quite long time, I think it was 2016, that it dates back when we had the first official document allowing home office within our company. So it's quite common and it was not very difficult for us to go, for example, into lockdown situations during the pandemic | RWE\RWE-RWC |

| | | |
|-----------------------------------|--|------------------------------|
| Interview_C2, Column: 3 Row: 4 | <p>There was, of course, the legal obligation when we are talking about Austria and they are especially Vorarlberg, where we have the headquarters. We fulfilled the legal obligations by working together with the workers council to create a Betriebsvereinbarung, which is legally binding for that. And within this Betriebsvereinbarung, we defined the framework of our possibilities that we offer our employees to work from home. So we implemented there, of course, the legal necessities, for example, defining the place of work, which is necessary to have the insurances and everything. We cannot say that it's allowed to work wherever you want because there might be some issues with insurances, whether one is a working accident or things like that. We defined the framework regarding how many days we allow, and of course, some details, for example, what to do if we need an employee back at the working place, but he has agreed to be in home office.</p> | RWE\RWE-RWF, BRW, BRW\BRW-LC |
| Interview_C2, Column: 3 Row: 6 | <p>We offer, of course, also the possibility to work from home, also to our employees from abroad. But always considering the legal boundaries that we have, for example, for the German employees when they are a Grenzgänger (Cross Border Commuter), so in the border area for those, it is only allowed to work certain percentage in the home office to keep the status of being a cross border commuter. With the Swiss, we do not have such regulations, but of course, the legal boundaries are quite tough when it comes to remote work in the way that I consider it</p> | RWE\RWE-CE |
| Interview_C2, Column: 3 Row: 8 | <p>So employees that are... Let me say it like this, employees who can, according to their work content, who can work from home, have all the equipment. So for example, someone working in the office area has a notebook, has a VPN access. And so actually, it is standard equipment since quite a long time, which we had in the company. People in the office area often have cell phones, mobile phones, and we also have the tools, for example, we're working, we I worked formerly with Skype and since a long time now with Teams. The tools are available for the people that are in general, which have the ability regarding the work content to work from anywhere.</p> | RWE\RWE-RWF |
| Interview_C2, Column: 3 Row: 10 | <p>There are, of course, some positions or functions which are per se not possible to perform from somewhere else. You mentioned, of course, the R&D area, which is one part of that. So if you work in a lab and you need to perform testing with our test equipment and things like that, then it's simply not possible. And of course, in the operations area when you are working in a direct labour area, so it's not possible. So there is some difference in the ability to perform the duty from out of the normal workplace.</p> | RWE\RWE-RPE, RWE\RWE-RWF |

| | | |
|-----------------------------------|--|------------------------------|
| Interview_C2, Column: 3 Row: 14 | We can count the spent days or hours in, for example, let's stay with home office because, of course, according to law, it is necessary to do the time, the clock in and clock out, and to say whether you are in home office or in the premises. So that is countable. I do not do it on a regular basis because it has no benefit for me. So it's not really there? No. | RWE\RWE-RPE |
| Interview_C2, Column: 3 Row: 16 | As it is a fact that we have it since many years, it was common procedure, to be honest. What was rather hard to fulfill, especially during the pandemic, is the topic with the cross border commuters to have this aligned with the regulations and to be up to date to the regulations. But yeah, actually there was not a big change. What was of course the question is to have the equipment, for example, the screen. Not everyone has at home a big screen. So people took it from the office to home or a good chair because not everyone has a fully equipped office at home. | RWE\RWE-CE |
| Interview_C2, Column: 3 Row: 51 | So going into a way of more, let me say, iterative performance management, to do more milestone checks, maybe going into a direction of OKR (Objectives and Key Results) or something like that, perform a more agile approach to have more mid term evaluation points where I can check the result, which is for me then the performance indication. So I think that has changed or that needs to be adapted much more in the future with the experiences that we had. | RWE\RWE-RPE, BRW, BRW\BRW-OB |
| Interview_C3, Column: 4 Row: 2 | So basically yes. Positive experiences, it is of course very, very individual. What kind of work it is and what kind of job it is, whether you have to be in the company and need a real exchange or whether it is in the production environment or whether it is purely office work. That is to be differentiated there very strongly whether it functions now well or less well. But personally, of course, I prefer to be in the company, to be with the people, to communicate directly, to be in the meeting room and to interact with each other. So I find that more valuable than through teams. It's a super tool the whole remote, but that's also a certain exchange where then where then doesn't take place, where we then in personal contact, that becomes easy, especially when part of the team is here and part of the team is not here and or is completely at other locations and still have to work with each other. And these are a few so points for it and that have advantages and disadvantages. | RWE\RWE-RWF, RWE\RWE-PE |
| Interview_C3, Column: 4 Row: 4 | And it's just that, especially when part of the team is here and part of the team is remote from the other location, there is a lack of exchange, which otherwise happens every day in between, where people talk about it over the table or talk to each other at the coffee machine or talk to each other in the cafeteria after lunch and are together. These things are missing when people are only remote or are really partially here, groups are partially remote and have to interact with each other. These are things where information is lost because of that. | RWE\RWE-PE |

| | | |
|-----------------------------------|---|----------------------------|
| Interview_C3, Column: 4 Row: 6 | So with us it is actually so that there are currently remote are very, very few. It was offered that the employees can make a day in the week remote, but it is actually quite little accepted. There are some where they have a further work route and the benefit now just for example on a Friday whereby can partly whole working days I say it but only until noon to 14:00. If you are then two hours in the car sit for four five hours work, then they like to use it on a Friday when they are far away. But in general, the offer for home office was actually quite little used. So people really prefer to be at the company than like then at home. | RWE\RWE-RWC, RWE\RWE-CE |
| Interview_C3, Column: 4 Row: 10 | It wasn't really limited by a great, but of course an employee where of course work somewhere at the workbench must work together at a machine. I can't offer him a home office in that respect. Restricted to a certain extent. There is always some paperwork, something administrative to do, but that is limited to a certain extent. At XXXXXX, the majority of employees are actually in sales, development, etc., and of course some of them are responsible for machines and systems, including in the maintenance area, where it can only be offered to a limited extent. | RWE\RWE-RWF |
| Interview_C3, Column: 4 Row: 12 | But of course, remote access, VPN access to the equipment is also a prerequisite, but there is also the possibility of providing it to the employees for the home office. They will then also be provided with a docking station, they will be provided with a screen, and they can then also obtain it from us, so to speak, so that they also have an attractive workplace at home and can still work well and not just on a small laptop and then have to maintain correspondingly large Excel tables and databases. And that's not what we offer now, so no height-adjustable table for home. But otherwise in general. As far as the IT here is concerned, it's provided, of course. | RWE\RWE-RWF |
| Interview_C3, Column: 4 Row: 16 | So there are few employees who use it. Of course, the employees in our home office also have to say in the PDM system time recording system that they are doing home office and that is also regulated, so it is shown. Because we know that they are here, they are not here. Also as a safety aspect in case but one would have to evacuate everything. Then we know who, which people are onsite and which are not. And that's where we could evaluate it. But there are generally very few people who use it, and I can't even give you a number right now. | RWE\RWE-RPE |
| Interview_C4, Column: 4 Row: 2 | So we have had very good experiences. We only recently started implementing it in our company. We simply noticed that we have an urgent need to offer simple alternatives in addition to home office. And I think the next questions would be even focus and targeting that and going even closer to that. But it's also been about counteracting this shortage of skilled workers with all instruments. And this remote office was a possibility for us. And to put it in a nutshell, it still is. It helps us. | RWE\RWE-CE |

| | | |
|-----------------------------------|--|---|
| Interview_C4, Column: 4 Row: 4 | We have the additional option of operating a truly remote office at two locations. This is primarily in Feldkirch, where we have a location in the Runerareal. And that is the very attractive location in Vienna, where we have rented a remote office in the form of desk rental near the main train station and make it available to our employees. The original thought was more in the direction of computer scientists in Vienna. We wanted to recruit computer scientists there, because you really are looking for them like a needle in a haystack. And we found out relatively quickly that it also appeals to many other employees, not only employees from various disciplines, but also students. And in Vienna we have great training opportunities, so we have actually achieved much more added value than we had actually suspected. | RWE\RWE-RWC |
| Interview_C4, Column: 4 Row: 6 | Yes, so we provide everything in terms of infrastructure. Most of it is already available on site in Vienna. The office has eight workstations, and the employees are there on a rolling basis. That means it works out quite well. It hardly ever happens that everyone who has remote or teleworking contracts is on site at the same time. And the whole thing always works in coordination with, at XXXXXX we describe a triangle and that is task, team and of course person. That means the three elements have to fit together. The task must make it possible to work remotely. The person must have the skills to do it, but of course he or she must also be able to do it. I call it maturity and the team. Because you hardly ever work alone, you have to be informed and you have to be able to understand the whole thing. And we have teleworking agreements that regulate who can actually work there. And we always book this via Outlook. If someone wants to work remotely in Vienna or in Feldkirch, who perhaps doesn't have a contract. But this additional option is also available for other employees. | RWE\RWE-RWF, RWE\RWE-RWC |
| Interview_C4, Column: 4 Row: 8 | They are really job-dependent. We attach another condition to it in onboarding. We do our own recruiting, for example remote employees. But we also have recruiters who search for us. And they also know from the requirements catalog that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. And that can take up to a month, sometimes longer. The start-up phase and then sporadically, so there are 10 to 12 trips to Vorarlberg, where we take care of the benefits, where everything is paid for, from the Austrian ticket to accommodation, to meals. That's how it works for us. | RWE\RWE-RWF, KC, KC\KC-ONE, PA, PA\PA-GTP |
| Interview_C4, Column: 4 Row: 10 | That's simply our corporate culture. It is very important to us that people really know who we are working with. So working in Vienna or remotely from day one would be inconceivable in this concept. And Feldkirch is still considered a pilot, even though it's in Vorarlberg. Vienna has already caught on. | RWE\RWE-RWF |

| | | |
|-----------------------------------|--|----------------------------|
| Interview_C4, Column: 4 Row: 12 | On the contract side, I can maybe tell you a few things. We compared the benefits between employees at the site and employees in the remote office. You have to be honest about that. We are currently still of the opinion that if you work in a remote office, the company will give you a lot of advance praise and that we won't offer all the benefits in the remote office. However, there are a few additional benefits that are more attractive than at our location. As already mentioned, the Austria ticket, which you can use 24-7, is paid for entirely by the company. This means that we demand or, but it also means that we demand a sustainable journey. So if you come by car, the travel time is not paid as working time. However, if you arrive by train, and this is in consideration of the framework times, it is also seen as working time and paid for. | RWE\RWE-RWF, PA |
| Interview_C4, Column: 4 Row: 14 | Yes, there are. But they are more due to the fact that we are currently living in a time where individualization has become extremely prevalent and we come from one, from one history and from one age. The XXXXXE where it was actually always said all the same and the time is over. We have to look at each employee individually. And as the saying goes, we must not be preventers, but enablers. And that is the new task of the HR department. And this is a prime example of Remote Work. How much individuality, individuality and how many wishes employees can really bring with them. | RWE\RWE-OC |
| Interview_C4, Column: 4 Row: 16 | So the workload? Well, of course we also try to report and collect statistics via Outlook. At the moment, this is the utilization rate, where we are checking whether the whole thing is working. We assume that we will have to take a closer look at Vienna in particular in the near future to see if this can be expanded. | RWE\RWE-RPE |
| Interview_C4, Column: 4 Row: 61 | Yes, we have the possibility to reserve workstations via Outlook in Feldkirch as well as in Vienna. This must always be done before the respective workday. And that can be used quite well in combination with travel, but also with vacation. | RWE\RWE-RWF, PA, PA\PA-ACE |
| Interview_C4, Column: 4 Row: 65 | Yes, and we don't have any specifications in our contract either, i.e. what other companies have. Two days at home, two days in the office, or home office every Friday. No, that's more casual with us. It's really the same as with the remote office, it's a triangle of task, topics, person, if it's been well clarified, well coordinated, communicated and is visible in the calendar, then that's fine. The employee in question must not run out of arguments when the manager or the team asks "What are you actually doing in the home office? That must not happen. | RWE\RWE-CE, PA, PA\PA-ACE |
| Interview_C4, Column: 4 Row: 69 | And of those 7,000, 3,500 can't afford to work in a home office because they're either on the production floor or they're skilled workers working two shifts and on the plant floor. This enjoyment is mainly enjoyed by employees from the office area. And with us, these are the IT people. With us, these are the people with business management tasks and, to a certain extent, these are also the technicians. | RWE\RWE-RWF, BRW, PA |

| | | |
|-----------------------------------|---|-----------------------------|
| Interview_C4, Column: 4 Row: 71 | I have not yet experienced any conflicts. Maybe it's all too soon, but grudgingly. I would sign off on that. People who, because of their job and there we have the beautiful triangle again, don't have the opportunity to work remotely or in a home office. We have less understanding for that, of course, and they also have less understanding for it if people are regularly in the home office or remote work because they simply can't do it themselves and maybe can't even imagine it because of that. So grudgingly, no conflicts, but grudgingly. | RWE\RWE-OC, BRW, BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 4 | We have had very different experiences. But I think we have to be more precise. We have a home office policy where every employee is entitled to one day of home office per week in the area where it is possible. Of course, this does not apply to production, where it is not possible. We have also recently launched a pilot project that runs outside of this home office policy. We have hired an employee who lives in Graz, but has a central product manager function here at the site. And this is now really our pilot project, where we really talk about remote work and also have to get our experience and sometimes bloody nose there. We have the home office policy. One day a week. No problem at all. The issue of remote work also means that I have experienced in the first few weeks that managers and the company and the colleagues have to adjust because you simply can't do so much on demand. You can't just quickly run over to the other department or to the other desk and quickly sort something out. | RWE\RWE-OC, RWE\RWE-RWC |
| Interview_C5, Column: 4 Row: 5 | It simply doesn't work that way. Accordingly, there is a very large organizational effort in quotation marks, but in any case an organizational change for all areas that are involved somewhere as an interface. Personal opinion on my part. Remote Work Possibility is the future, if you can as a company, as an employer of course scream quite loudly We have the shortage of skilled workers and everything is no longer as it was 20 years ago. But the whining, sorry to say it, is not going to help anyone. This means that employers and companies, including XXXXXX, will have to think about allowing remote work in areas and positions where it is simply possible, mainly in administrative areas. However, what is most important from my point of view, and what also means for the managers, is that they will have to make a huge adjustment in their management. | RWE\RWE-OC, RWE\RWE-PE |

| | | |
|--|---|------------------------|
| <p>Interview_C5, Column: 4 Row: 7</p> | <p>Not with the home office policy. Organizational changes were not necessary, since every employee here is equipped with a laptop anyway. We don't have any fixed desktop PCs, but everyone has a laptop. There was really no need to make any organizational changes. We work with Microsoft Teams. Accordingly, digitization is already so far advanced that it works. The issue of remote work needed to be addressed. For the time when this employee works in the home office. No organizational changeover. But it definitely needs an organization for the days when he's here, because he doesn't work 100% remotely, but somewhere between 50% and 75%. And accordingly, of course, there is organizational effort to find him accommodation here at the site. And also the topic. Travel ticket with ÖBB, etc. That is the organization that had to take place here. Otherwise, as I said, all equipped with laptop and smartphone. There it needs nothing more.</p> | <p>RWE\RWE-OC</p> |
| <p>Interview_C5, Column: 4 Row: 9</p> | <p>We report the success of this pilot project via the normal Goals and Targets agreement measure. Every, every employee in this area has an annual meeting at the beginning where the goals and targets are set. And after six months, an interim evaluation is done. Interim feedback. Goals can change, as seen so far logically. And then, at the end of the year, there is the official annual meeting or that is set of the achievement of objectives. We work in this area about much in projects. The projects are then clearly defined for the employees and then about the project status or status is measured success.</p> | <p>RWE\RWE-RPE</p> |
| <p>Interview_C5, Column: 4 Row: 11</p> | <p>This is mainly sales and sales-related areas. We also discussed the topic in IT at one point. At the moment, however, we are as a company. Not in favor of outsourcing IT, for example, to India, where there are many skilled workers in this area.</p> | <p>RWE\RWE-RWF</p> |
| <p>Interview_C5, Column: 4 Row: 23</p> | <p>Of course, we have the issue at the sales locations, even if we are now talking about the USA or Australia or India, for example. These are official locations where teams are of course also on site. But the sales staff there, for example, are not all always at the site. If we talk about India, for example, the location is in Pune in the south of India. But there is also a sales person who is based in Delhi. That's not exactly the closest way where I can reach him in 30 minutes. This means, of course, that this employee must be given special management and, I'll just call it special attention. Otherwise, he will very quickly no longer be able to represent the company logo. Because he simply. Yes, I'm a lone warrior here anyway. I have to somehow keep my head above water and achieve my goals.</p> | <p>BRW, BRW\BRW-EB</p> |

| | | |
|-----------------------------------|---|-----------------|
| Interview_C5, Column: 4 Row: 31 | On the other hand, because, of course, the last years and decades here have proven that for various reasons, the, I'll call it the traditional way has also worked well. Then it was actually a. Also a bit of a shyness about this, to face these challenges of remote work. Of course, it's also, I'll call it easier to hold on to old-established virtues or old-established behaviors than to engage in new behaviors. There's always the risk that things won't run as smoothly as you might wish because one or another aspect or factor wasn't considered beforehand | BRW, BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 50 | . Accordingly, Yes, I will be able to do more in 40 hours than I could at 32 hours a week. It doesn't mean that you're going to get 40 hours of only work done. Because that's not possible, that you're really plowing through eight hours a day like a robot or like a like an artificial intelligence. That's not going to work. That's not going to work. But also these, these I call it now social activities, for example voting for ten minutes over a coffee with colleagues or with interfaces. That's work, too, and it's important, because it's the only way I can make progress as a whole. | BRW, BRW\BRW-EB |
| Interview_C5, Column: 4 Row: 58 | A distinction has to be made here as to whether these talents are then to be hired in their and their home region or whether they are to come to headquarters and be hired there. There are different variants, especially in sales. We have both sales people who are hired here, but work in their home region from really 100% remote. And then, of course, there are also sales people that we have recruited in Canada, for example, and bring here. That's just one example. It has different pros and cons. If I hire someone in their home country, in their home region, and also have them work there, then I have to organize relatively little. I have to organize the IT devices, I have to organize the, the to. Which organize the permissions for the individual software and tools. And that takes care of the issue for now. If I then as an employer. No matter who that is, then I'm still friendly, then I'd best also give him a subsidy so that he can really set himself up in the home office with a printer and a height-adjustable desk. | RWE\RWE-CE |
| Interview_C5, Column: 4 Row: 59 | Of course, if I recruit someone in another country and in another region, preferably outside the EU from a third country, then there is a lot more to organize. Then I have to organize the issue of work permits as an employer. Then, of course, I also have to organize the issue of housing. I have to organize onboarding somewhere, not only in the company but also in the new region. After all, there is nothing worse than when I. Abroad country X to country Y and move. I don't know anyone, I don't have a connection, first of all I have to resocialize. And here, too, the employer is required to support, assist or even fully organize this. In my view, these two issues need to be distinguished. | PA, PA\PA-GTP |

| | | |
|-----------------------------------|---|----------------------------|
| Interview_C5, Column: 4 Row: 65 | From my position and from my experience and from my position, I say no, because the catchment area for the employees who work here at the site, we're talking about a radius of 50 kilometers. And from my point of view, I say, well, I can make good use of half an hour to work and half an hour from work to home, so that I can mentally ramp up in the morning and mentally ramp down in the evening and then really make a cut and then concentrate on my family life or my private life. Accordingly, flexibility in the form of a home office arrangement. Yes. The way we currently have it or maybe extended that to two days, that yes on the other hand 100% remote work if I don't work outside a 50 kilometer radius now. It won't make any difference. | RWE\RWE-PE, PA, PA\PA-ACE |
| Interview_C5, Column: 4 Row: 67 | So flexibility is certainly important, and it's certainly a very, very important issue in recruiting. Whether I have to work that out in the, Excessive. As a medium-sized industrial company, I doubt. Startups or IT companies that are somewhere in this haze or marketing companies, those that have a company size of up to 20 employees for all I care. They have it much easier. And there it also makes much more sense. I don't see it with a manufacturing industrial company with 400 employees at the site. | RWE\RWE-PE, PA |
| Interview_C5, Column: 4 Row: 69 | But there must also be certain guidelines. Because without guidelines, a collective in this format doesn't work anymore. And then there are misunderstandings. That brings us to the topic of communication and where misunderstandings arise. Do I have a problem. Guidelines, but that's why and not fixed rules, because that's just on the topic of flexibility, there will always be the exception to the rule, which may need special consideration. There will always be. And I believe that this is again a personal conviction, if a company can offer this flexibility. Then it definitely has an advantage as an employer and as a recruiting employer. | RWE\RWE-RWF, PA, PA\PA-ACE |
| Interview_C6, Column: 4 Row: 2 | . To the remote maybe, remote, is a big word, but so home office we have very many years of experience. I'm now over 20 years in the company. Back then, we were still a small team in sales with a maximum of ten employees. We now have 300 sales employees worldwide or in Europe. And our colleagues in sales have actually been working remotely for more than 20 years. They always start from their home base in the direction of the customer, and they were always equipped accordingly so that they didn't work from home. Basically, looking back, they have been able to gain a lot of experience. And the sales department is now a classic salesperson. Probably between four and ten times a day, depending on whether there's an event or not. Otherwise, he is always working from home. You could almost say 100% remote. | RWE\RWE-RWC |

| | | |
|---|--|--------------------|
| <p>Interview_C6, Column: 4 Row: 4</p> | <p>So 100% yes, 100% it is so true. We looked for a different regulation in our company. At that time, Covid, we were known to everyone, so we had to respond. I say, thank God for the reaction, that you first have to get to know how it works with remote and home office. In the beginning, we had 200 employees who left the office and went to the home office. Of course, that was a challenge with the corresponding equipment. Many of our employees are already equipped with notebooks. This was then intensified and we were lucky that we actually had a delivery of new notebooks here that were actually planned for the sales department. And we were then able to roll them out. But we turned that back very quickly because the employees didn't feel comfortable either. Not everybody had the possibility to work properly, first of all the notebook was rather small, then before the task. We were in an info introduction, an ERP software project, we introduced info and there it simply needs the proximity, where you work together.</p> | <p>RWE\RWE-CE</p> |
| <p>Interview_C6, Column: 4 Row: 5</p> | <p>And that's actually a principle at XXXXXX, that we want to work together and perhaps move away from the home office a bit, towards the office home or something, a bit at home or a bit in the house. It depends very much on the function or the work that the employee has. And that's how we have it regulated at XXXXXX. Yes, you can say that there is a home office, but not for everyone; instead, the employee agrees this with the manager. How often? How much? Does it make sense? And is kept very individual. For example, I'm responsible for human resources, and our arrangement was based on trust. We don't want employees to organize themselves in the classic 2-3-4 day weeks, I would say, but we say if you have a job or need a rest, do it at home or if you have some official business or something that would interrupt working hours anyway, and you can save yourself the time of going to the office, then do it from home if you can: And that works very well. It's very popular, isn't it?</p> | <p>RWE\RWE-RWF</p> |

| | | |
|--|--|------------------------------------|
| <p>Interview_C6, Column: 4 Row: 6</p> | <p>And with us there is also trust. There comes an email. I'm in the home office today and that is accepted and there is great trust on both sides. You can just say on demand. Sometimes we have employees who are so far away from the site that we have to say, please, Friday is an example, and most of them work here until 12:00. The travel time is disproportionate to the working time and then we have a handful of employees who, for example, have a fixed schedule. On Friday, when it's half day, they work from home. Unless they come here themselves because they have an appointment that they want to keep on site. So that's the topic of the home office. Generally speaking, we have several remote locations. So it's also the case that we are actually very mobile. We have locations near Mannheim, Firnheim and also Seckach, which is another hour away from there in the direction of Heilbronn. We have locations there, but also Hohenems and Wolfurt and Lingenu in Vorarlberg on the road, and some employees are actually permanently at work, so to speak, because they simply have to be on site, and they don't work remotely, but they are still very mobile on the road.</p> | <p>RWEIRWE-RWC, RWEIRWE-CE</p> |
| <p>Interview_C6, Column: 4 Row: 10</p> | <p>Absolutely, yes. So, what I noticed is this. So in the past, the XXXXXX company, through which we are a manufacturing company. We have shift operations from 5 to 13, 13 to 21 o'clock, also a reduced night shift. And we were always used to starting rather early. So 7:00 is actually when all the employees are in the house. And around 16:30 most of them leave. Those who are on normal working hours. So we also cover both shifts. And that was always possible for us. If someone arrived later, it was never an issue. And for me, the starting times have softened somewhat and flexitime models have been introduced, which of course made it a bit clearer for employees that they could come in later. What has changed is basically that the presence in the company, which I would say is quite constant from nine to 3 p.m., has become smaller. But the advantage is that I can connect remotely via teams at any time and it doesn't really matter where the employee is sitting.</p> | <p>RWEIRWE-OC</p> |
| <p>Interview_C6, Column: 4 Row: 11</p> | <p>And what has changed positively for me is that the travel has become less and I can also participate when I'm not on site. So it often helps me to participate in meetings even though I'm not there, and I think that's actually a quality that's very valuable.</p> | <p>RWEIRWE-CE, PA</p> |

| | | |
|-----------------------------------|--|----------------------------|
| Interview_C6, Column: 4 Row: 19 | We have noticed more and more that the equipment is not ideal. We have a standard in our house where everyone has two screens, whether the docking station or IGEL or whatever. The simple standard equipment, and you get used to that very quickly. And if I look then at home a small laptop and there not the possibilities have and there we have said, we look and the sales people are all equipped and really fix at home work, there have only a handful where are longer. They also have correspondingly good equipment, more or less like here in the house. That's important because then you can simply do a different quality of work. I notice that myself, too. I don't have an office set up at home, and I don't have far to go to the office. That's my capacity, a different one, and I have to do different work. | RWE\RWE-RWF, KC |
| Interview_C6, Column: 4 Row: 20 | There are also new possibilities and tools that you introduce. But I think the bottom line is every enrichment and I think it's very valuable when that's done in a, a good, good trust. Then it works great. | |
| Interview_C6, Column: 4 Row: 22 | The most important factors. I would say it was a change in thinking, that the people who were in the office in Vorarlberg or in Germany were finally given the confidence that they could do this just as well as their colleagues in sales. Because I don't see my sales colleagues all year. He can do whatever he wants, I don't know, if the numbers fit. Theoretically. And of course there I have, what measurable, right? And there you always felt safe, if what were measurable. But if an employee says, it is perhaps exaggerated, did not want, then he also did nothing and we have it perhaps not noticed and we have then with this distrust stop and say, no and we have colleagues who want to work there and that is an added value for the colleagues and then said trust, trust, trust, give equipment, let do. | RWE\RWE-OC, KC, KC\KC-DRWC |
| Interview_C6, Column: 4 Row: 28 | We now have a so-called pyramid, with the mission vision at the top and then broken down into the areas. We have then defined area targets, where we say that for 2023 we will focus on these topics in our human resources. Sometimes new things are added, but there is a focus that the team is committed to. After that, they are well informed, then the goals are broken down or the tasks broken down to the various colleagues. And, of course, this must be well prepared so that it contributes to the overall goal. And we also work with knowledge management. Some people know that we have our own software and that we sometimes work with projects. And then we have so-called working documents. | RWE\RWE-OC, KC, KC\KC-DRWC |

| | | |
|-----------------------------------|---|--|
| Interview_C6, Column: 4 Row: 29 | And then I have a very good overview at the end of the year, what have, I mean, moved and then I can look well and can say yes, the employee performing well, even if I have times no number. But I see that has actually done a lot of things together and there you have a good feeling and fine for employees, because he has a clear mission. I have to do that. And how and when is up to him and is also agreed with him. And there is a bit of freedom. But it works for many employees, but not for everyone. | RWE\RWE-OC, KC, KC\KC-DRWC |
| Interview_C6, Column: 4 Row: 46 | Because at that time, we also provided appropriate information and training. Suddenly I have to lead remotely, there are also new management tasks, I have to talk on the phone much more often, it's very exhausting, because often there are, I've experienced it myself, you're at home for a day permanently with the headset on the phone, like the two of us now. And you're always focused on listening and acting and sharing the screen, etc. That works well, but it's not easy to keep up with the work. That works well, but the whole day it's extremely exhausting and it's a little easier when I'm in a working environment where colleagues are, there are other possibilities, where you can exchange ideas and not so monotonously. | RWE\RWE-PE, BRW |
| Interview_C6, Column: 4 Row: 48 | So we have two example. We have two colleagues in Eastern Europe and one in Italy. He has worked for us for a long time, has a very close relationship with XXXXXX because she lived here for a long time and has moved back to her home country and works remotely from home for the sales department. You don't notice anything, the customer doesn't notice anything and the advantage is even that she is closer to the sales department. That means that when there is a customer event, she is always on site. But we have an agreement that they come to our plant once a quarter or even more often. They come for two or three days and are back here again in order to re-establish this bond, because sometimes new employees join us. And then they are on site again, which is an advantage. | RWE\RWE-CE, KC, KC\KC-FRW, PA, PA\PA-ACE |

| | | |
|---|--|------------------------------------|
| <p>Interview_C7, Column: 3 Row: 4</p> | <p>We are a company of about 4,000 employees plus minus. We operate internationally, we have 40 plus subsidiaries. Sometimes it's a really fully fledged subsidiary with different departments. Sometimes it's really more an office with maybe 10 to 12, 15, 20 colleagues in it. It's very diverse, so to speak, in terms of structure and also in terms of maturity. Nevertheless, of course, being a global operating company, it was pretty fast clear that we need some kind of governance if we want to offer remote work as a way to shape, let's say, employee relationships with the company. What we mainly have is work from home, as we call it, the home office scenario. It was really pushed and forced during the pandemic period, I think, as in many other realities. Until 2020, the company was very cautious with having such a style of working. Work from home or home office was more the exception than the rule. But through the pandemic, I think we learned a lot. It was also the time where we then established this global strategy or global policy, more than strategy.</p> | <p>RWEIRWE-CE</p> |
| <p>Interview_C7, Column: 3 Row: 5</p> | <p>I think there are three things that from a company point of view you have really to consider. First of all, I think as any other form of collaboration, you need a bit of a frame so that the basic rules are established. But also I think that the kind of orientation is given to employees and to managers, as the remote work really offers a lot of chances but also includes a lot of risks. Only to mention one, I think being a good manager these days is tough enough. If you then have the scenario that your employees are spread in different locations, then it's even harder to take care, not only about the functional things, so content, organization, coordination, project plans, forecasts, finance, and whatever is concerned to really to your work and content. But I'm speaking more about the soft facts, so about making sure that employees are feeling well, making sure that the team spirit is the right one, making sure that there are no, let's say, under cover conflicts, stuff like this. The first pillar, I think that it's really key and important is that you have kind of a governance, kind of rules for managers, for employees, how remote work should look like, and what the company expects from people that work at home.</p> | <p>RWEIRWE-OC, RWEIRWE-RWF</p> |

| | | |
|---|---|-------------------------------------|
| <p>Interview_C7, Column: 3 Row: 6</p> | <p>And on the other side, also what people can expect in terms of flexibility and freedom. Second, I think there is also, let's say, more legal and tax related aspect. As a global acting company, it's important to get a good feeling about the legal frame around the globe. So to establish a policy that is somehow okay for each and every country. Of course, there are countries without any regulation, and this is more the easy situation. But then there are a lot of other countries, especially we in Europe have a highly regulated work environment, also in terms of working contracts, of social security, of permanent establishment questions. Permanent establishment means when you work from home and there are such things that are true, then this automatically means you establish a company site at your home. So things like that. Then, of course, ensuring that social security is okay with the percentage. So ensuring that nothing changes for the text related questions in the, let's say, in the contract that you have with an employee. This is also something that sounds very theoretical, but for example, in your region, where you have somehow Austria, then you have Germany, then you have Swiss, then you have Lichtenstein.</p> | <p>RWE\RWE-RWF, BRW</p> |
| <p>Interview_C7, Column: 3 Row: 7</p> | <p>It's super quick that you work maybe, I don't know, in Lichtenstein and you live in Austria or the other way around. Here having the risk then suddenly you have a lot more taxes to pay as an employee is something that you should consider. Being aware also the employee, maybe when some percentages are requested, such as I would like to have 100 %, whatever. I think it's important to take this also into consideration. Second pillar is the tax and legal related aspect. The third pillar, and this is maybe something that concerns maybe more bigger companies, but nevertheless, I think it's important is somehow that your governance, the rules, the regulations are perceived as fair for each and everybody collaborating with you. So that even if you have different countries where you are operating, that employees within a country have a good frame and perceive this as fair. And here I'm thinking about the different positions because I think it's clear that remote work is only possible if I can take my work also, for example, with me at home. So for a production operator, there's no chance to make remote work. For a logistic operator, there's no chance because, of course, the stuff that you have to do is there in the company.</p> | <p>RWE\RWE-RWF, BRW, BRW\BRW-LC</p> |
| <p>Interview_C7, Column: 3 Row: 8</p> | <p>This is important within a company. Between then sites, I think it's also important to offer more or less the same frame. Not that there is kind of an internal war then who is allowed more work from home, who is allowed less. And yeah, such aspects are then even tougher in regions like, like, Vorarlberg, Lichtenstein, Switzerland, this corner, because here you have then also the constellation that people from different nations working at the same site legally, have different possibilities and you have to ensure to treat everybody the same.</p> | <p>RWE\RWE-OC</p> |

| | | |
|-----------------------------------|--|------------------------|
| Interview_C7, Column: 3 Row: 9 | Summary, governance how to shape work from home, what is allowed, what is not allowed, which performance do we have to bring, stuff like that. Second, legal and tax related frame. So impacts on working contracts, impacts on taxes for the employee, on taxes for the company. And third frame, a fair lets say, way to handle it. | RWE\RWE-RWF |
| Interview_C7, Column: 3 Row: 11 | But let me say it like this, I think the conflicts were not so big that they escalated on a management level. Of course, communication and transparency is key. But this is, I think, true not only for remote work, but for any other topic that you treat in the company that shapes the frame where people work or where people are working. What was funny, I go back to the pandemic time, and unfortunately, remote work is somehow connected and so everybody maybe relates a bit to the pandemic time. I remember the first days where lockdown started in different countries and being in international function, I had the luck to also experience how different countries deal with this topic. But I remember at the beginning, and we as a company in the field of medical devices and somehow health care, had the luck to remain open during all the phases of the COVID 19 crisis. And at the beginning, I remember that all the operators, of course, scared by not knowing what COVID is and how severe maybe illness could be, etc. They all, of course, looked at the guys in the offices, so the white shirts, so to speak, they can work from home and we have to come to the company and we take the risks now, etc. | RWE\RWE-OC, RWE\RWE-CE |
| Interview_C7, Column: 3 Row: 12 | This was in some parts of the globe so tough that we decided, for example, that management team members, they should join the companies regularly. They should also show that with all the measures that we took in place, they are somehow as safe as possible. The view was okay, blue colors have to risk their lives and the white colors have the luck to stay at home. This was the case for approximately three weeks. After three weeks, the mindset changed completely. | RWE\RWE-OC, BRW |
| Interview_C7, Column: 3 Row: 13 | The operator in the production, for example, has maybe the disadvantage that it's less flexible because you have shifts, you have you can be so flexible. But has the luck then when it's, I don't know, five, six o'clock ever in the evening, the work stays there. If you are on vacation, the work is done by someone else. The other way around, many white colours have the situation, they leave the office and when they come back, the work is still there. There is no other operator that takes this work. | RWE\RWE-CE |

| | | |
|--|--|------------------------------------|
| <p>Interview_C7, Column: 3 Row: 25</p> | <p>Not really. We had really the luck to have a super IT infrastructure. In terms of everything related to the IT world, it was pretty okay. In terms of teams, if you mean more the way, how teams are organized in organizational units and how units are organized in departments and stuff like that, there were no changes. What we experienced more, and here also, of course, another topic comes into the discussion and it's not too much related on the home office, but it's more remote work in the sense that people of different sites, locations, countries build the team. We call this matrix management. When you have the case that the manager maybe lives in the US and works in the US, two to three team bodies are from UK, the other two are from Italy, and the next two are, I don't know, from South America. And all these eight people build the team. And of course, it's remote work as well, even if they are all sitting in their offices at the site. But nevertheless, the communication collaboration goes through virtual infrastructures. And here, this aspect really hits very hard. We as manager, have to establish platforms where you talk about your weekends, where you say, Let's have 10 minutes together with a cup of coffee.</p> | <p>RWE\RWE-OC, RWE\RWE-CE</p> |
| <p>Interview_C7, Column: 3 Row: 26</p> | <p>Let's really establish, for example, as a rule that in those 10 minutes we do not speak about working company. We speak about families, we speak about spare time, we speak about how is the wellbeing, stuff like this. And what's additionally, this is more the team aspect, and what's additional in the face to face leadership, that you as a manager really plan your interactions with the team members. And depending, of course, of the size. But the only chance to remain in contact is really to plan. Today I call Kim and tomorrow I call George. Only to ask how are you doing? Everything fine? Is there anything I can help you with? Because the natural way of doing this, passing by at the way to your office and jumping into and say, Hello, Tim, how are you? Everything good? Is there any... I don't know. This, of course, is not possible in this kind of remote work.</p> | <p>BRW, BRW\BRW-EB, BRW\BRW-OB</p> |
| <p>Interview_C7, Column: 3 Row: 33</p> | <p>No, so far not. What we have more experienced, so to speak, going now from the as said the implementation was some time ago, and now we are in the phase to review the global policy, the governance frame. What I experienced in this phase is at the beginning, the introduction, for example, was all about the benefits. You have more time with your family, you do not commute, you're doing something good for the environment, blah, blah, blah, blah, blah. Now people ask and also pretend to include also disadvantages. You move less, you do not... How can I say? You have no informal information. You only get what's really official. It's not this, I don't know, the coffee machine I hear that we talk.</p> | <p>RWE\RWE-PE, PA, PA\PA-ACE</p> |

| | | |
|-----------------------------------|---|-------------------------|
| Interview_C7, Column: 3 Row: 39 | Or if you are unlucky, you work where you eat and you never see something else as you want. All these things, I think, were underestimated before people were first forced to stay so many days at home. Now people saw that work from home is not only the very nice, flexible, and super solution for everything, but they saw also, sometimes it's maybe convenient, but having a routine to go out to meet your colleagues, etc, has also a lot of advantages. | BRW, BRW\BRW-EB |
| Interview_C7, Column: 3 Row: 54 | Yes, I said communication transparency was really key. Maybe if you ask especially for those aspects, let me describe it a bit more detail. What we at the headquarters did at the time was trying to establish a governance asset that is fair for the people and safe for the company. So including all things like work and safety, for example, what are requirements? How can we ensure that people are safe at home in terms of requirements? Blah, blah, blah. How can we ensure that performance is given, etc. For example, that even if you are at home, the regular working hours are the frame. Or in general, that the company rules apply also at home. That childcare, for example, at the same time as working is not allowed. You can't have a look on your two years old and work on an excel at the same time. I think everybody who has a kid knows it. So stuff like that. So ensuring a good environment and safe environment for people. Also pretending that you have a desk, a chair, a place where you can work basically in a good quality environment. On the other side, I said, ensuring performance. | RWE\RWE-RWC |
| Interview_C7, Column: 3 Row: 55 | Then all the important things that local HR department should consider. What I said before with taxes and working contracts, et cetera. In collecting all this stuff, there was a 25 page guideline then that came out as a result. Once we had this, we said, okay, let's exchange with all the HR managers around the globe how this guideline fits to their local requirements. Because it's a bit like the European Union. European Union gives high level, let's say, regulations and then each state has to make the own legal frame out of it. Similar is what happened. We shared this guideline with the overall rules, checked that nothing is really in conflict with local requirements, and of course, checked if there are aspects that we missed for certain cultures or countries. Then we had the next round discussing this with corporate management. Corporate management in German would be our "Vorstand (Board)". Because, of course, this was a change in the working relationship. It's a new way of shaping the working relationship. It was important that the five main leaders go with it. Third, we presented it to the management teams locally. We offered sessions where we presented the guideline, where we gave chance for question and answers, etc. | RWE\RWE-OC, RWE\RWE-RWC |

| | | |
|-----------------------------------|---|----------------------------|
| Interview_C7, Column: 3 Row: 56 | Last but not least, we required that the local policy then, so the concrete rules for the countries are presented to the whole staff. We required that this is included in town-hall meetings, for example "Betriebsversammlung" or similar, so that we really, in short, this transparency. Also, because of course, the main part there was done to say it's only a certain kind of job is, of course, allowed to. So transparency was key to avoid conflicts and maybe bad blood. And the last thing, maybe to ensure a good implementation was that we gave to the countries the freedom to shape a bit also the policy locally. For example, a maximum is 40 % of the weekly working hours. So two days a week when you work 100 % five days. But you can choose everything between zero and 40 % and it must be more than zero. So for example, you can also choose two days a month, four days a month, whatever you think it's appropriate for your culture, basically. We forced everybody to implement the work from home, so to increase a bit this benefit perception, but we forced them not to have the two days. There are several sites that have one day as maximum, and other sites even have 30 %. | RWE\RWE-OC, RWE\RWE-RWC |
| Interview_C7, Column: 3 Row: 58 | So Freedom. freedom in the way of implementation was a success factor. Great. | |
| Interview_C8, Column: 3 Row: 2 | Yeah, for us, it was quite a good time to switch to the remote work concept because we were already preparing for our digital workplace that is cloud based. We had the first tools out there for the users globally. Then Corona started and it was a booster. We recognized that they had to work from home and that they really benefit from having their work tools available remote. | RWE\RWE-CE |
| Interview_C8, Column: 3 Row: 4 | Yeah, it was somehow exactly the same time. It was a benefit for us that we were in preparation for all the stuff and that it was a booster for rolling it out quickly and that the users adopted very quick. They had to. That was not an option anymore to stick to non remote experiences. | RWE\RWE-RWF |
| Interview_C8, Column: 3 Row: 6 | Yeah, we tried to keep an eye on trainings, on information and in general to adapt and change management. We tried to have good sponsorship from the board to inform about the possibilities, about the benefits and to work together with them, with the users in the regions. Finally, we did the rollout region by region to be able to train them accordingly. | RWE\RWE-OC, RWE\RWE-CE |
| Interview_C8, Column: 3 Row: 8 | Yes. It was quite a big part of the project because we added not just the communication stuff to the change management, but the trainings as well. As we used to have a very old platform, the tools themselves changed a lot, and that's why it was necessary for them to immediately have different changes. First of all, they had the change of the transfer of the different tools, but the tools that available was not comparable anymore because we had a really old version before. It was the technical and the organizational change in one part or in one project. | RWE\RWE-OC, RWE\RWE-RWF |

| | | |
|-----------------------------------|---|--------------------------------|
| Interview_C8, Column: 3 Row: 10 | Yeah. Not the restrictions from IT side, but the regions themselves have to pay for the licenses. That's why we recognize that the office users, so the users that are used to do office work, adapted quite good and that they contribute to remote work concepts. But the first liners, the ones that are working in physical, let's call it during the day. | RWE\RWE-RWC |
| Interview_C8, Column: 3 Row: 12 | Yeah, of course, production area and all that stuff, they don't get the possibilities from the region quite often because the license costs are recharged. That's why not all of them see a benefit for having the production side employees connected to the digital workplace as well. That's a project we are working on currently. | RWE\RWE-RWF |
| Interview_C8, Column: 3 Row: 14 | The rollout for the office users was quite similar. We did that region per region, having a blueprint that worked quite well. They lost their old tools, so there was no option anymore. The production side employees did not have any digital tools available so far, so there was no change for them. | RWE\RWE-OC, RWE\RWE-RWF |
| Interview_C8, Column: 3 Row: 16 | Yeah. That's exactly a topic that can be defined by each of our subsidiaries. Having a look at the contractual parts of an employee, so from HR side. Having a look at our location where I'm employed, we have all of the concepts available. We do have the employees that don't have home office or remote work anyhow. We do have employees that have the possibility to do remote work and the ones that do 100 % remote work. Everything is possible. | RWE\RWE-RWC |
| Interview_C8, Column: 3 Row: 18 | Yeah, we do have. As we are working with Microsoft 365, we have a lot of insights on the current usage of all the tools available. We can have a look at the clicks of our landing page. We do have insights on storage used, and that's an indicator for us. Or for instance, the minutes our employees stay in Teams meetings and that are indicators for us whether remote work is accepted in youth or not. But from a technical point of view as I'm from IT department. | RWE\RWE-RPE |
| Interview_C8, Column: 3 Row: 35 | User behavior. They were used to use other tools and they did quite the same job but in a different way. It's like always, in case a user is used to it for many years, they exactly know how to deal with it and how to do and how processes run. In case they always printed out this sheet of paper and brought it, for instance, to their line manager, they did not think about their steps anymore. Having the remote work strategy in place, suddenly their work behavior needed to change because it was not possible anymore to print out and bring it to the line manager. They were disconnected. So the adaption in their work style. | RWE\RWE-OC, BRW, BRW\BRW-EB |

| | | |
|-----------------------------------|--|--------------------------------|
| Interview_C8, Column: 3 Row: 39 | First of all, of course, we tried to talk to them to get their points why it is, why is it not that easy for them, or their reasons to understand their concerns and to talk to talk to them. We invested a lot in trainings and qualification that they lost the barriers because they get used or got used to the tools. And of course, last but not least, the last ones had to do so. They needed to be forced. There were the different groups of people. There were early adopters that needed not that much attention. There was the majority which adopted, through qualification information quite well. The last ones needed to be forced. | RWE\RWE-OC, BRW, BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 45 | Yeah. During Corona, everybody was at home and that was the starting time of our remote work and having everything in cloud, so everybody was at home and disconnected somehow. It was rather easy then to have, for instance, meetings or to collaborate because everybody had to. By the time the regulations got less and we had a hybrid setup, part of the team was at home and part of the team was working from company side, we recognized that it got even more challenging because having all information for everybody. | RWE\RWE-CE, BRW, BRW\BRW-EB |
| Interview_C8, Column: 3 Row: 49 | HR provided some promises and principles how we want to collaborate with each other as well. From our organizational point of view, we even adapted these promises and principles on remote work for the digital workplace. We call it now our digital etiquette, and it defines how we interact with each other within the digital workplace to keep on respect, to keep informed, in fact, to bring necessary information to the right people in time. | RWE\RWE-OC, BRW, BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 59 | We had something like OKRs before, but not connected to our remote work strategy or to our productivity. For us, it's many years that we have goals per year for each employee that are aligned with the line manager and are measured at the end of the year against the results. But we do not measure the productivity or the activity within our digital workplace for the employees. | BRW, PA, PA\PA-EA |
| Interview_C8, Column: 3 Row: 63 | Not so far. But the number of employees who work remote only is really, really slow. We recognize that our employees are still happy to get at least from time to time on site in the company. And to be honest, our general terms are to be in the office from time to time. It is a special agreement to get 100 % remote work. | BRW, BRW\BRW-OB |

KC – Key Considerations

| Document | Coded Segments | Codes |
|-----------------------------------|---|------------------------------|
| Interview_C1, Column: 4 Row: 16 | there is a home office policy and it actually says at the moment more or less that the sales department works in the home office. If he doesn't live in the immediate vicinity of the headquarters and that's it. So we don't have any other official home office policy yet. It's up to the supervisor to allow home office on a daily basis for the employees. And if you look now in the again in the sales, then the sales-related area, the one where is not measured in terms of sales. We have sales support technicians, they are now 100% are in the home office. We now have technicians and project managers, XXXXXX, who is 100% in the home office | RWE, RWE\RWE-RWC, KC\KC-DRWC |
| Interview_C1, Column: 4 Row: 17 | And today the strategy is more like this, remote work only when it makes sense due to the geographical location. At that time we have the XXXXXX in the UK, who was directly employed by XXXXXX Austria and subsequently by XXXXXX UK. Because we needed a technician in the UK or. So out of necessity we introduced remote working. But not because we had too few workstations or desks in the company. Otherwise you could also introduce remote working in Vorarlberg. I don't know of any employee who is not in sales, but who works 100% remotely in Vorarlberg. I'm not that familiar with that. | RWE, RWE\RWE-RWC, KC\KC-DRWC |
| Interview_C1, Column: 4 Row: 18 | So the strategy today is rather, if the employee has know-how that we need and is not sitting there or that the geographical location requires it, that he is in the area in the region where we need him. | RWE |
| Interview_C1, Column: 4 Row: 26 | This is the home office policy. It's all written down there. I think this is a very important topic. 30 pages and only the Homeoffice Policy of XXXXXX Headquarter is defined. So there needs to be a set of rules that the employees can see, can read and also have to sign, that then applies to all employees equally. | KC\KC-ONE, BRW, BRWBRW-OB |
| Interview_C1, Column: 4 Row: 39 | But definitely, coming back to the point talent sourcing from where the talent exists is definitely an issue and can also be a strategy why introduce remote working. | KC\KC-FRW, PA, PA\PA-GTP |
| Interview_C2, Column: 3 Row: 20 | Well, it was a question of employer branding, of course. And at that time, it was some kind of a USP (Unique Selling Point) that we had because it was, especially here in the. | KC\KC-FRW |
| Interview_C2, Column: 3 Row: 21 | Region. I think it was not that common so that everyone could do this. I think the whole group was a pioneer there. That was the way that I perceived it. So it was mainly a kind of an employer branding question. | |

| | | |
|-----------------------------------|--|----------------------|
| Interview_C2, Column: 3 Row: 23 | the legal boundaries. That is always the first thought of considering it and how to do it. Then, of course, aligning with the workers' council because as I said, the Betriebsvereinbarung (collective bargaining agreement) is necessary and there is always a negotiation around it. Then, of course, the topic of insurance coverage, those from my point of view were the main things and of course, to which extent? Because at that time, it was not foreseeable that it would be extended on that way. At that time, we talked about two days in a month and not even one day in a week because it was also not requested from the employees. Now it is, of course, something different. Now people request this. | KC\KC-FRW |
| Interview_C2, Column: 3 Row: 29 | What we thought of is balancing what could be foreseen as a need from the employees and on the other side to limit the administrative effort behind it. As we have quite a lot of employees here. That was the reason why we decided to go for a two ways strategy. Thinking on the one hand towards the performing homework on a regular basis, which needs an agreement, a written agreement, and the other option, doing home office on ad hoc basis, which does not need a written agreement, but can be aligned between manager and employee. Those were the things that we tried to balance. Administrative effort versus positive effects for the employees. | KC\KC-DRWC |
| Interview_C2, Column: 3 Row: 31 | We have considered the legal framework, we have done a written agreement, we have done the communication. We are reviewing it on a regular basis. We cannot change the legal boundaries that are when we are thinking about remote work. I think we have done all that was necessary to do. | KC\KC-DRWC |
| Interview_C3, Column: 4 Row: 18 | . It was really a measure of flexibility for many employees that they also have the option to work from home one day so that they have more flexibility for themselves. And there was no corporate need to say okay it must be so that people in the home office are with me too few jobs have or will prefer it then. So basically it is preferred that the people are in the company and interact directly. | KC\KC-ARW, KC\KC-FRW |
| Interview_C3, Column: 4 Row: 20 | I don't even know what the legal aspects are, whether anything was specifically checked. This was then compared to see if there are any restrictions. But I honestly can't say at all. | |
| Interview_C3, Column: 4 Row: 22 | Yes, it was such a middle way according to the motto. We offer it, one day a week is an acceptable proportion for us, so that where the employees are not in the company, in relation to the company are. If there is a specific reason, the need for two days for family reasons we always think then we would have the flexibility to implement that then as well. I do believe that. It came more out of the issue that you actually already prefer in principle that the employees are in the company and not, more in the remote are, as mentioned here earlier. | KC\KC-DRWC |

| | | |
|-----------------------------------|---|--|
| Interview_C3, Column: 4 Row: 26 | So we offer it, but not so that you propagate it or that animate the people that they are a day at home or something. That is then really there is the offer, if you want it, then they can of course then and in coordination with the supervisor of course then to the respective, then also use it. But. What was the question again (laughs)? | |
| Interview_C3, Column: 4 Row: 54 | That in any case. We also have, for example, employees where, they are from Hamburg, they work in Hamburg, they are there in the home office then and they are specialists where you are according to the from the industry then where. Where we are very very important and they are quasi 100% remote and home office then. They are already from time to time here at our location then the week just one back here, because it every few weeks back there, but still to have this this personal exchange. But there is so the case that one just. These specialists from the industry as now simply with us in the region also do not have. There are no companies, where these of this size then with the experience then have, have the possibility nevertheless still in their accustomed surrounding field with the family to be, not to have to move here and can make the whole remote. | KC\KC-FRW, PA, PA\PA-GTP |
| Interview_C3, Column: 4 Row: 58 | It is really important. That they are really there once at the beginning, really have personal contact. So the question is how much? How long the period. Of course, this is very individual and you have to see how it works in the family. That you really have contact, know how the internal processes work, get to know the products better. I think in the beginning it needs a longer period of time, depending on your experience. You can do individual weeks or a whole block. Then you have to see if you really have the experience here, how things work here and get to know your colleagues better, then you can increase the remote accordingly and then switch from one day to the next to 100%. | KC\KC-ONE |
| Interview_C3, Column: 4 Row: 60 | Yes, I think it is very important. Of course, you have to differentiate a lot if someone is just doing the payroll somewhere, somewhere in the world. And gets the numbers and processes them and moves on. Then it's not as tragic as when you really have to work together in a project team, then implement projects, work on the product, on development in sales and so on, and that's just very very very individual. What kind of job it is. | KC\KC-ONE |
| Interview_C4, Column: 4 Row: 8 | We attach another condition to it in onboarding. We do our own recruiting, for example remote employees. But we also have recruiters who search for us. And they also know from the requirements catalog that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. And that can take up to a month, sometimes longer. The start-up phase and then sporadically, so there are 10 to 12 trips to Vorarlberg, where we take care of the benefits, where everything is paid for, from the Austrian ticket to accommodation, to meals. | RWE, RWE\RWE-RWF, KC\KC-ONE, PA, PA\PA-GTP |

| | | |
|-----------------------------------|---|--------------------------|
| Interview_C4, Column: 4 Row: 20 | Yes, the shortage of skilled workers that I mentioned is a good example. We are also on the road at many job fairs, at network meetings, at events outside Vorarlberg. And yes, XXXXXX is already a well-known brand. But when it comes to the East, it becomes a bit more difficult. And when we introduced ourselves at trade fairs or network meetings, most people didn't know about us. And when we mentioned that we are located in Vorarlberg, most of them already went to the next booth. To exaggerate. Now it is actually when we report on site and add and we also have a remote possibility in Vienna. Ah Wow, but now it becomes interesting and we also really feel that in numbers, that especially students from Vienna and the surrounding area apply and report to us more and more. | KC\KC-FRW, PA, PA\PA-GTP |
| Interview_C4, Column: 4 Row: 25 | It goes again and again so aha effects and the whole thing is a continuous improvement process. And if we as we have started about six months ago, as one was at the implementation and we have selectively adapted things again and again. That was on site, that was also really the feeling, also a little bit home has so speak one feels, with which company one also really works. When you walk into the building here in Vorarlberg, you are immediately XXXXXX. In Vienna it was easy, there was simply nothing. And that has had to build up the operating infrastructure point by point. And you can hardly believe it. It's really about the fact that, for example, XXXXXX is written on the door at the bell, and that's where employees simply identify themselves much more. That may be a banality, but it was important to them and we put it into practice. But step by step, even small things. | |
| Interview_C4, Column: 4 Row: 27 | We just tried them on the off chance. But that was also the right step in this project, because otherwise it would have taken forever. And we just said, we're going to do it now. And with the desk rental, we have nothing to lose. That is, building, etc. the costs are within reason, that is manageable. And currently we don't really discuss such things at all, because it simply works well. And is accepted. Rather, it goes more in the direction of expansion. | KC\KC-DRWC |
| Interview_C4, Column: 4 Row: 29 | The strategy was absolutely right, which of course also comes out of the corporate communication. For years, or ever since XXXXXX has been in existence, we have communicated in the form "We are staying with our roots, we are staying true to our location and our sites. Yes, we are still in Vorarlberg and that is also our headquarters and our location. But we have also had to expand it in Austria and internationally anyway in order to be able to exist. | KC\KC-DRWC |

| | | |
|--|--|------------------------|
| <p>Interview_C4, Column: 4 Row: 31</p> | <p>I believe that it will be necessary to look at the benefits on site. Perhaps we should also offer something like a buddy system on site, because there are no managers in the remote office. That means that a manager could be installed to take care of all areas, because it's a diverse bunch, but someone is still on site as a contact person and you feel you're in good hands and you have to call headquarters directly, because a little bit of personal contact is lost anyway and we're simply a dialog-driven company and in the future, if that works well, there could be a role like that, buddy system or mentor or let it be called manager. But direct on-site support could be exciting once we reach a certain size.</p> | <p>BRW, BRW\BRW-EB</p> |
| <p>Interview_C4, Column: 4 Row: 33</p> | <p>Absolutely, absolutely. So maybe that was also the learning. We also found people through our personnel consultants, who we then hired in Vienna, but who also did the boarding with us first and then went to Vienna after one month after two. And suddenly the realization came back to us from the specialist department. This is very difficult and we need them here. And how do we do that and how do we get them here? Well, it doesn't work 100% smoothly in all cases. That has to be said very, very clearly. Sometimes the "aha" effect comes from the department. No, I need the person here with me at least three days a week. I have to be able to touch her, I have to be able to feel her. I have to be able to talk to them and look them in the eye. But a lot of it is also about leadership. How much change can I handle? It's also in the middle.</p> | <p>KC\KC-ARW, BRW</p> |
| <p>Interview_C4, Column: 4 Row: 59</p> | <p>In the onboarding phase with the obligation that they have to be on site with us and then regular visits that are ordered. That is, the trip is only made when it is really desired by the company. And outside, if there are events, then of course the person is also informed and cordially invited. If you have a hiking day or if the departments or the individual divisions organize parties, then they should also come.</p> | <p>KC\KC-ONE, PA</p> |
| <p>Interview_C5, Column: 4 Row: 13</p> | <p>In fact, the shortage of skilled workers in quotes, so in the definition skilled workers as we want them for this position. This position was advertised, quite classically. We also actively tried to recruit it. But Vorarlberg was almost empty as a market in quotation marks. Empty here means the potential candidates. Candidates were all in employment and also not willing to change, which had a variety of reasons. And accordingly, we decided that we simply had to expand our radius and found what we were looking for in Styria.</p> | <p>KC\KC-FRW</p> |

| | | |
|-----------------------------------|--|------------|
| Interview_C5, Column: 4 Row: 15 | Exactly. Of course, there were also thoughts of filling this position with a colleague with less professional experience, to give young people the chance to promote and train them and to bring them there. But then it was decided on our part. It sounds stupid now, but for once we don't have the time in this case. Normally, we as a company are very, let's call it, supportive. We're also happy to take on lateral hires, and we're also happy to take on someone who's just starting out in their career. However, since this position is so essential and currently has a unique selling point, we unfortunately had to decide that we really need someone with professional experience who can get started as quickly as possible. So time pressure was also behind it. | KC\KC-FRW |
| Interview_C5, Column: 4 Row: 17 | There was a surprise. But that was a human learning experience. We should have put things in writing, then it would have been less of a basis for discussion afterwards. | KC\KC-ARW |
| Interview_C5, Column: 4 Row: 19 | There have been. Mainly law, labor law issues have been organizational issues. Exactly what you just mentioned. It was also the family situation of the new colleague or the new colleague also taken into consideration and also what for us I call it, family and also family-friendly company are also very important. Our conviction is a remote work place or a remote employment can only work if the family also plays along. Because remote work everything is a nice, nice term. But a nice term also means, of course, that it may well be necessary to be on site in person from time to time. This is only possible if the family also plays along. | KC\KC-FRW |
| Interview_C5, Column: 4 Row: 21 | Exactly the onboarding phase is extremely important from our point of view. Because. I can only be successful. Work from a remote position. If I am well trained and the team and the interfaces around it also have an understanding of it. Otherwise. One will, I suspect, be personally very quickly and very quickly in a lost position and not be able to feel part of the organization and the company. | |
| Interview_C5, Column: 4 Row: 25 | It was a gut decision. | KC\KC-DRWC |
| Interview_C5, Column: 4 Row: 27 | Exactly. We need it now, and now we have to see if we can somehow generate a solution. But that's not a big evaluation or benchmarking beforehand. | KC\KC-DRWC |

| | | |
|-----------------------------------|--|----------------------|
| Interview_C5, Column: 4 Row: 29 | We have just established an international sales training program for sales employees for the onboarding phase, which now takes place four times a year. We make sure that sales employees are recruited in such a way that they can take part in this sales training within the first 4 to 8 weeks. It always takes place at the headquarters here and lasts two weeks. On the one hand, of course, the background is that technical know-how is imparted, on the other hand, the background is that a feeling for the company's way of thinking and also familiarization with those with the interface functions takes place. And that is the third reason. Networking and getting to know and understand each other among the sales people from different regions. I would say that the social aspect is almost more important than the technical aspect. | KC\KC-ONE |
| Interview_C5, Column: 4 Row: 56 | Yes | PA |
| Interview_C5, Column: 4 Row: 61 | currently about actually about onboarding and we don't have a mentoring program currently established. The teams also do this themselves out of their own motivation. Although it is not currently specified from our side. | KC\KC-ONE, PA |
| Interview_C6, Column: 4 Row: 13 | Yes, it doesn't always work. | |
| Interview_C6, Column: 4 Row: 14 | Right now in human resources. It's actually very important to me. I'm more of a gut person now. I need the opposite, which I have a bit of a felt, how does it feel when I discuss anything? Are often a bit not only, but often it is also a bit more sensitive topics. And there I need the person with me and in the office and there I need to feel what is. But for many things it's a huge advantage. First of all, it saves me time, I don't have to drive there. Environmentally, it's also nice, which is also valuable. It just costs less money and I'm just more productive. And from experience, the sessions are a bit shorter, they're kept a bit crisper, because for me personally, you get into the classic chit-chat, which is also important. I sometimes even see that as a bit of a disadvantage, that it's actually quite focused, only the topic is worked through, and the interpersonal aspect, perhaps the brief exchange, is somewhat lost. You don't drink an espresso with each other afterwards and then move on to the next topic. | KC\KC-ARW, KC\KC-FRW |
| Interview_C6, Column: 4 Row: 15 | I think that is important. Of course, you have to create opportunities in the direction of after work. And we have also made it clear that it is important for people to meet less often because they work remotely, in their home offices, and that we should offer opportunities for people to meet and exchange ideas. You absolutely have to push that, otherwise the bond will suddenly become less. And it is very important that there is a good bond, a good exchange. | KC\KC-ARW |

| | | |
|--|--|-------------------------|
| <p>Interview_C6, Column: 4 Row: 17</p> | <p>So I am 100% convinced of that. We have always done a lot of employee events, we have our own folder that has 20 event in it, but at the same time it is also very forced by the owner, XXXXXX, that there is this after work. So with us it is also possible at every location that one comes together in the evening after work and has a drink with each other. And if you have to, you can get a sausage and bread and barbecue something. That's what we want, because it helps us to network with each other across departments. That's not often, of course, because everyone's life situation is different. One fits well, the other family, the sports club, other activities where it is dearer, but the want are cordially invited and it is always nice when we there join sometimes , not only times other colleagues and learns again a lot and hears a lot and exchanges well. But it is very important. Find in the remote that there are opportunities to meet.</p> | <p>KC\KC-ARW</p> |
| <p>Interview_C6, Column: 4 Row: 19</p> | <p>What we have readjusted a bit is the equipment as well. We have noticed more and more that the equipment is not ideal. We have a standard in our house where everyone has two screens, whether the docking station or IGEL or whatever. The simple standard equipment, and you get used to that very quickly. And if I look then at home a small laptop and there not the possibilities have and there we have said, we look and the sales people are all equipped and really fix at home work, there have only a handful where are longer. They also have correspondingly good equipment, more or less like here in the house. That's important because then you can simply do a different quality of work. I notice that myself, too. I don't have an office set up at home, and I don't have far to go to the office. That's my capacity, a different one, and I have to do different work. But I can't do such highly concentrated work as I do here. So there also a bit of readjustment, teams developed further. We also had to learn how to work cleanly here so that it works well. And I think you're still learning.</p> | <p>RWE, RWE\RWE-RWF</p> |

| | | |
|--|---|------------------------------------|
| <p>Interview_C6, Column: 4 Row: 22</p> | <p>The most important factors. I would say it was a change in thinking, that the people who were in the office in Vorarlberg or in Germany were finally given the confidence that they could do this just as well as their colleagues in sales. Because I don't see my sales colleagues all year. He can do whatever he wants, I don't know, if the numbers fit. Theoretically. And of course there I have, what measurable, right? And there you always felt safe, if what were measurable. But if an employee says, it is perhaps exaggerated, did not want, then he also did nothing and we have it perhaps not noticed and we have then with this distrust stop and say, no and we have colleagues who want to work there and that is an added value for the colleagues and then said trust, trust, trust, give equipment, let do. Give them tasks, approach them with projects and so on. And that's where we learned, where we exchanged ideas on both sides. And that works really well now. It was important to us that people enjoy doing this.</p> | <p>RWE, RWE\RWE-OC, KC\KC-DRWC</p> |
| <p>Interview_C6, Column: 4 Row: 23</p> | <p>And if it gives one person something and the other person says I'd rather be in the office, it must always be that everyone has their place. But he should be able to work more freely and we have already noticed positive effects. Of course, technology is important. Teams have proven themselves to be a very good tool for us to work with. And yes, we are getting fitter and fitter, I'll put it that way. That answers the question.</p> | |
| <p>Interview_C6, Column: 4 Row: 25</p> | <p>Ensure at the moment is very much. I say now an IT employee, they are anyway no matter at work, he can always contribute. We also work with IT employees in Germany, who always support us at the service desk from Germany. We have colleagues who have to do translations, we have over 17 languages in-house, and they have to be able to translate in peace, and I see that in the results. And we sometimes notice that employees can simply do more because they are not disturbed. That's one thing, they can work more concentrated and they also want to get the work done, so if they can only do it in an environment where they feel comfortable, it's perfect. Otherwise, we are also trying to move time models in that direction. There is new rollout right now. It's going in the direction of a lot of result orientation. Not with mandatory, time or hours, but result orientation and simply work where possible with project definition, target agreements, partly measurable numbers. Simply in order to make a commitment with the colleagues and say I expect for the end of the year that we achieve these goals, which we agree with each other, we agree on the steps and where he then does it is then actually all the same to me.</p> | <p>KC\KC-DRWC</p> |

| | | |
|-----------------------------------|--|-----------------------------|
| Interview_C6, Column: 4 Row: 26 | Important is only if one needs them, then they are there, whether that is in the house or if it needs, the use must function. And I simply experience that people, because they simply like to work there, often even do more than in the house, because this is permanently disturbed. Stresses also and becomes tired. And there I have times the possibility that we make that perhaps that is so another kind and it works. | KC\KC-FRW |
| Interview_C6, Column: 4 Row: 28 | Exactly. We now have a so-called pyramid, with the mission vision at the top and then broken down into the areas. We have then defined area targets, where we say that for 2023 we will focus on these topics in our human resources. Sometimes new things are added, but there is a focus that the team is committed to. After that, they are well informed, then the goals are broken down or the tasks broken down to the various colleagues. And, of course, this must be well prepared so that it contributes to the overall goal. And we also work with knowledge management. Some people know that we have our own software and that we sometimes work with projects. And then we have so-called working documents. We talk about the red world, because the red world is where we develop something further. And if one has an idea, he collects that first in the working document, brings the whole thing to the surface and then we can look together in the board. Are there ideas that are good, that pay into the goals where we have and so we can basically agree with each other well and work through. | RWE, RWE\RWE-OC, KC\KC-DRWC |
| Interview_C6, Column: 4 Row: 29 | And then I have a very good overview at the end of the year, what have, I mean, moved and then I can look well and can say yes, the employee performing well, even if I have times no number. But I see that has actually done a lot of things together and there you have a good feeling and fine for employees, because he has a clear mission. I have to do that. And how and when is up to him and is also agreed with him. And there is a bit of freedom. But it works for many employees, but not for everyone. With some, who have a very structured day, you also have to say, of course, in fairness, in office sales or there I am timed by the customer orders calls, a lot of it goes through happy-flow. In production, too, of course. If it is logistics, it is often very clocked, perhaps also in personnel. But there are always for each still so addition, to the routine work also still additional possibilities to develop. And there is then rather no matter when he is there. | RWE, RWE\RWE-OC, KC\KC-DRWC |

| | | |
|-----------------------------------|--|---|
| Interview_C6, Column: 4 Row: 48 | So we have two example. We have two colleagues in Eastern Europe and one in Italy. He has worked for us for a long time, has a very close relationship with XXXXXX because she lived here for a long time and has moved back to her home country and works remotely from home for the sales department. You don't notice anything, the customer doesn't notice anything and the advantage is even that she is closer to the sales department. That means that when there is a customer event, she is always on site. But we have an agreement that they come to our plant once a quarter or even more often. They come for two or three days and are back here again in order to re-establish this bond, because sometimes new employees join us. And then they are on site again, which is an advantage. | RWE, RWE\RWE-CE, KC\KC-FRW, PA, PA\PA-ACE |
| Interview_C6, Column: 4 Row: 52 | But it is always, it is always work on the ground, but also remote of course, to maintain this social also. But I think it can be for the future here and there the advantage that you can use that well. But for us, you hear trust and loyalty and a sense of belonging, that's very important to us, that the employee feels that, lives it and supports it. That is very important. | PA |
| Interview_C7, Column: 3 Row: 15 | With transparency and communication, as I said at the beginning, it's easy and good to explain also the difference, and so nobody's angry about. | BRW, BRW\BRW-OB |
| Interview_C7, Column: 3 Row: 19 | Another aspect was definitely when we implement this is just additional way to work with us. A dedicated communication campaign where we explained to each and everybody the policy, not only to those who then went home. | |
| Interview_C7, Column: 3 Row: 21 | Yeah. Let me think. This is then more related to the way how you shape work from home. One thing is that you have to make sure to offer a certain service at the company, at the site, and to establish kind of rules that, for example, in our payroll office, even if there are three employees that are engaged to work from home, that they make sure that there is always one there if people have questions, if people need support. One thing was coordination because, of course, without coordination, it's kind of easy that then Fridays or Mondays are chosen if you allow one day. The last day in the week and the first day, maybe. Related to the weekend, this was one thing. Second, to make sure that you have enough slots where the whole team is at the site. Because otherwise, if you are five and even if you make sure one or two are always here, it can happen that the whole team needs maybe one a month or every two months. I think we tend to take it not serious how big the impact if people do not meet regularly in person, or if they do not meet regularly, how important it is to establish a space where also virtually, we are not only talking about content. | BRW, BRW\BRW-EB |

| | | |
|-----------------------------------|---|---------------------------|
| Interview_C7, Column: 3 Row: 47 | Basically, the considerations were to offer somehow an additional benefit to the people. This flexibility of, as you said it before, if you have in your private life, in your spare time, if you have something that is easier to manage, if you do not have to commute, then you have the chance to do that. So flexibility. Then also the thought that this makes maybe the company more attractive when in your list of benefit, you have also work from home as an additional way of shaping the working environment. Then of course, there are some minor, let's say, benefits such as when people work from home. And especially if they use the car to commute, then somehow it's a bit cheaper, so to speak, because you save maybe a gasoline or something like that. It's good for the environment at the same time because you save, of course, pollution. But I think really the main additional consideration was to have a benefit more. That may be through this benefit, you have a bit more attraction. And we had also the feeling reading different studies and consulting different parties, also, all the companies or institutions that the labour market a bit expects now that you have the chance also to work from home. | KC\KC-DRWC, KC\KC-FRW |
| Interview_C7, Column: 3 Row: 49 | Yeah. It's more, in my personal opinion, this is maybe not the opinion of the company, but my personal opinion, it's more felt flexibility. | |
| Interview_C7, Column: 3 Row: 50 | You offer them two days a week, the reality is then maybe, I don't know, any other week they stay one day at home. It's more felt flexibility. But before they join, this makes them a good feeling. Yes, I can. If I want, I can. It's maybe more perceived benefit. Nevertheless, yes, we thought this is requested, required from the labour market. | KC\KC-DRWC, PA, PA\PA-ACE |
| Interview_C7, Column: 3 Row: 52 | Yeah, of course. | |
| Interview_C8, Column: 3 Row: 22 | As we talked about before, in fact, we were working on it already, the main factors would have been that we want to keep competitive and that we want to have a modern workplace for all our employees that are using these tools. And of course, Corona was a booster. | KC\KC-FRW |
| Interview_C8, Column: 3 Row: 24 | Of course. I think, having a look at the adaption we talked about before, so that only the office users benefit currently from a remote work strategy has some room for improvement. The question would have been, in case we did it differently, whether we would have more first liners connected already.he. | KC\KC-DRWC |
| Interview_C8, Column: 3 Row: 25 | Different target audiences, we really focused on the ones that were using the old tools. | |
| Interview_C8, Column: 3 Row: 27 | We were already using Microsoft products. It was quite clear for us to stay there. Word, Excel, PowerPoint, all that stuff was already given. We already had Exchange, we already had SharePoint, and it was clear for us that it's easier to do the shift to the cloud solutions and using the same platform. | KC\KC-DRWC |

| | | |
|--|---|----------------------|
| <p>Interview_C8, Column: 3 Row: 31</p> | <p>Yeah. We had some different milestones and we adopted them during the whole project. In the first instance, it was important for us to build up a stable base for all the different pillars we have in our digital workplace. We defined that we want to provide the possibility for employees to be informed, that they have the possibility to collaborate, that they are able to do projects, and that they have some processes they already had before. After having a clear picture on how these different pillars work together and how we will build it up, we did that, we implemented. Afterwards, we rolled out the functionality together with their content. We even shifted the content they needed in their daily business. That was the time they really adapted to the tools and to the functionality available.</p> | <p>KC\KC-DRWC</p> |
| <p>Interview_C8, Column: 3 Row: 75</p> | <p>n fact, as we already have remote work for the ones that live here in Vorarlberg as well, most of our meetings and most of our communication is already online. Therefore, it would not make a big difference for them to get integrated. We would have to find a way how to cope with the topics we had previously. So the coffee break discussion and stuff like that to focus on such social communication channels as well and to have them online.</p> | <p>KC\KC-ONE, PA</p> |

BRW – Barriers Remote Work

| Document | Coded Segments | Codes |
|-----------------------------------|---|------------------------------|
| Interview_C1, Column: 4 Row: 5 | The relationship of trust has to be there, the job has to allow it, and an assembly line worker won't be able to work remotely. It works for a lot of jobs if you create the working environment accordingly. That is, of course, the basic prerequisite. | RWE, RWE\RWE-RWC, BRW\BRW-EB |
| Interview_C1, Column: 4 Row: 22 | Well one is certainly trust. Trust can always be an obstacle because I have to, always trust the employee 100%. That can be an obstacle. The second obstacle can be that the workplace simply doesn't allow it. For example, if I am a CAD designer and need extremely powerful PCs and huge monitors in order to design. So if the work equipment simply doesn't allow it, that can be a barrier. | BRW\BRW-EB |
| Interview_C1, Column: 4 Row: 24 | Yes, that's right. There are legal implications. I think the law has already adapted to that. That in the home office also a work accident in the home office is to be regarded as a work accident. But a barrier can be of course, if the company, I think according to current law situation. Does the company have to if someone does homeoffice depending on the country they are in. Does the company have to pay something to that employee for electricity and heating. Specifically I know that in Belgium, there would be the XXXXXX a good interview partner, because he has many people in remote work and he pays them I think 50€ per week or 150€. Where he has to pay because the people are in home office, by law. Because they need their own electricity and need their own heating and basically wear out the household. There are different legal framework conditions from country to country and of course that can be a barrier. Because if I see home office only as flexibility, as a goody for the employee, and I have to pay for it. Then it will be an exciting story, especially in Austria. Whether the goody and what I have to pay will also be subject to payment in kind, i.e. whether the employee will not have to pay additional taxes. This would have to be looked at more closely to see if there are any legal barriers. | BRW\BRW-LC |
| Interview_C1, Column: 4 Row: 26 | There is a 30-page Spanish document. I can make it available to you. This is the home office policy. It's all written down there. I think this is a very important topic. 30 pages and only the Homeoffice Policy of XXXXXX Headquarter is defined. So there needs to be a set of rules that the employees can see, can read and also have to sign, that then applies to all employees equally. | KC, KC\KC-ONE, BRW\BRW-OB |

| | | |
|--|---|--|
| <p>Interview_C1, Column: 4 Row: 27</p> | <p>I think it's very important that there is a set of rules and then a lot of things will take care of themselves, because what the pandemic has shown, where everyone had the opportunity to do home office, the pandemic has shown very clearly who are the people who are intrinsically motivated and can then organize their working day on their own initiative? And who are the people for whom other people have to design the workday and transfer the tasks that are then processed. There is however also a company also good examples if I think a sales internal service, yes the really were glad that they come back from the home office again. To clear working hours, because they are of course triggered by the ERP system, by the AX of the order processing. And this trigger, with a worldwide network where we have all time zones, never stops. This means that even at eight in the evening, new orders come in and the VID is programmed in such a way that they want to process the order by the end of the working day. Now in the home office, that's no longer possible, and they were really happy, sometimes also good interview partners, XXXXXX, who were really happy that they were back in the office, that they simply have 8 to 5 their working hours and then also free time. Because they just can't deal with those that on the AX 24 7 orders come in and work is acquired and they were of course used to just eight till five job where they just work it off and at some point it's done but at home it's not done.</p> | <p>RWE, RWE\RWE-CE, BRWBRW-EB, BRWBRW-OB</p> |
| <p>Interview_C1, Column: 4 Row: 28</p> | <p>So I recommend XXXXXX to the interview quite exciting results there. But everyone had the opportunity to work from home and find out whether that would be something for them or not, and I think there are a lot of people who found out that they prefer to be in the office. But of course they would like to have this flexibility, this one day home office, but not because of remote working, but because of the flexibility. Because that just private life and work life, if there is the work life balance the term now or not some say it has to merge, other philosophies. The fact is a day of flexibility in the workday helps tremendously the motivation of employees but also to be able to deny the work life balance properly.</p> | <p>BRWBRW-EB, PA, PA\PA-ACE</p> |
| <p>Interview_C1, Column: 4 Row: 30</p> | <p>, loyalty to the company, on the one hand, has to do with trust, which is a very important issue in principle. And the loyalty to the company I think must always be given, you do a day home office, whether I work 100% remotely or whether I actually sit 100% in the company. There will also be people who sit 100% in the company and are not exactly loyal to the company. That's the Gaussian normal distribution, you always have some people of that type in the office as well. So I think loyalty always has to be there. I don't believe that loyalty to the company decreases. If someone is in the home office for a day or is 100% remote worker, I don't think so</p> | <p>BRWBRW-EB</p> |

| | | |
|-----------------------------------|--|----------------|
| Interview_C1, Column: 4 Row: 32 | I believe that loyalty in terms of remote work and improvement of this loyalty is precisely the giving of full trust. When I, as a supervisor, place my full trust in the employees. Yes, I know these people and I only allow certain people to do 100% remote work and as I said the people know that whether this is possible or not. | BRWBRW-EB |
| Interview_C1, Column: 4 Row: 33 | I think maybe it's even the case that this loyalty problem is a smaller one for remote workers than it is for those who are permanently in the company. Because the 100% remote worker doesn't have the time or the environmental conditions for all the gossip at the coffee machine. Yes, but the one who actually has his working time and devotes the 100% to the matter of work. And I even think that the, that the more effective. | BRWBRW-EB, PA |
| Interview_C1, Column: 4 Row: 34 | it has to be the right character, we have to be intrinsically motivated and then loyalty should not really be a problem. But loyalty, to the company if you want to know factors now, then certainly the trust factor, the flexibility factor, that if I demand flexibility from the employee, I also give this flexibility as a company to the employee. These are certainly now, two important issues and I also believe that it fits working environment. So I think I have to, if employee is in home office and he has inferior work setup, then it's also different feeling to work from home. Like if the company wasn't afraid to pay the cost and put the remote employee a perfect setup in the remote office, if I the loyalty is probably a little bit higher. | RWE |
| Interview_C2, Column: 3 Row: 4 | So we implemented there, of course, the legal necessities, for example, defining the place of work, which is necessary to have the insurances and everything. We cannot say that it's allowed to work wherever you want because there might be some issues with insurances, whether one is a working accident or things like that. We defined the framework regarding how many days we allow, and of course, some details, for example, what to do if we need an employee back at the working place, but he has agreed to be in home office. So in a quite detailed manner. | RWE, BRWBRW-LC |
| Interview_C2, Column: 3 Row: 34 | yes, that is a very nice idea. And this is, of course, also it's quite hype now. It is a little bit hyped. Let me say it like this. Actually, it is simply not possible. When we are talking about legal regulations, even within the European Community, and I'm not talking about working doing with UK or something. Even within the European Community, it is simply not possible because the law does not allow that you as an employee work from at any time from anywhere. It's simply not allowed. It's nice, but not possible. | BRWBRW-LC |
| Interview_C2, Column: 3 Row: 38 | I'm sitting at the beach and doing work. What if an accident happens? Is it a work accident? Do you have an address? Do you clock in, clock out, which is absolutely necessary when we're talking about labour law regulations. Nice idea, but it's also, as I said before, it goes into the same direction. It is either not allowed by law and it is, from my point of view, not possible. | BRWBRW-LC |

| | | |
|-----------------------------------|---|-----------------------------|
| Interview_C2, Column: 3 Row: 40 | <p>Actually, it is a question of trust from my point of view. It is a question of managerial capabilities. So whether I am a leader and I can lead over distance or not. Regarding the question of trust, it is something that you need to consider as a leader by yourself. So do I trust that my employee is able to deliver output in the case that I cannot control the input? I think that it is not to the full extent within our culture, within our DNA. And I even do not think that it's necessarily in the DNA of our region to have this trust because it might be that one could think that you only work when you are sweating and dirty. Let me say it like this. This is a little bit how the Vorarlberger thinks. Yeah. So coming back to the question within the company, I think balancing between leaders who have the trust and say, Okay, I trust that you bring the output, even if I do not see what input you give, and the others who say, I only trust that you work when I can see you eye to eye, and when I can control when you are drinking your coffee and not.</p> | BRWBRW-EB |
| Interview_C2, Column: 3 Row: 43 | <p>The question of how is going into work and coaching with the leaders and finding a way to prove that you can also be effective and efficient even if you are not from nine to five on your desk.</p> | BRWBRW-EB |
| Interview_C2, Column: 3 Row: 47 | <p>Of course, in building up the whole framework and the documents and everything, we had, of course, external support. We are part of the electro and the electronic industry. There was support from the Fachverband. Of course, from the Wirtschaftskammer, they offer also legal advice. The regulations from the are always quite clear.</p> | BRWBRW-LC |
| Interview_C2, Column: 3 Row: 49 | <p>Yes. Especially due to the experiences that have been made during the pandemic. I think this even improved.</p> | |
| Interview_C2, Column: 3 Row: 51 | <p>The question behind it would be what is performance? Is an employee performing or do I evaluate performance as the way to come to the result, or is performance measurement for me the result? And I think that is the fundamental question when we are talking about I do not see my employees every day from nine to five. So actually it is the only possibility for me to evaluate the result because I do not see the way how they do it or the way they show. But what I think is a change in the whole performance management process with all these experiences that we had is to really rethink the whole performance management process. So going into a way of more, let me say, iterative performance management, to do more milestone checks, maybe going into a direction of OKR (Objectives and Key Results) or something like that, perform a more agile approach to have more mid term evaluation points where I can check the result, which is for me then the performance indication. So I think that has changed or that needs to be adapted much more in the future with the experiences that we had.</p> | RWE, RWE\RWE-RPE, BRWBRW-OB |

| | | |
|-----------------------------------|--|-----------------------------|
| Interview_C2, Column: 3 Row: 55 | . With, of course, with the aspects that need to be considered when it comes to missing social connections and the bonding between employee and employer. Because you are, of course, doing full remote work means, from my point of view, that the employee and the employer is somehow exchangeable because the social bonding between them and the feelings and the relationship is missing. So it's linked to simple output. And if I measure an employee only on the output, then I do not care who is delivering this because the result is the only thing that is important for me. And from the view of an employee also. So if I can work fully from home, I do not care who is paying my salary. | BRWBRW-EB, BRWBRW-OB, PA |
| Interview_C2, Column: 3 Row: 59 | And I think it really needs also some additional training effort for the managers to go into this, not only managing over distance, but really being a leader over distance. | BRWBRW-OB |
| Interview_C3, Column: 4 Row: 32 | For us, it is basically the case that the issue of 100% trust in the employee is actually one of our principles, so we trust the employee when he is at home, that he then does his work accordingly. Sure you can discuss that, how efficient and gets distracted, then the mailman comes and so on and so forth. And however then the dishwasher is done and stuff like that even if in the company you are not 100% productive all the time. You can't either. You can't measure it 100%, you can't guarantee it 100%, you don't have and you don't want to have it 100% in control because it's not "Big Brother is Watching You" all day. But there is the issue of trust we have to trust employees that they do their job and accordingly that implement that. Yes, and in this respect I think that is an important factor, that it basically works, then and if a company holds that and has a problem with trusting the employees, then perhaps they have a problem here to be able to implement the whole thing or to want or think they can still try to control it accordingly. | BRWBRW-OB |
| Interview_C3, Column: 4 Row: 33 | As I said, it's also up to the supervisor to do the job. So you can control that, but the bottom line is that you notice whether there is a response or not. Yes. | BRWBRW-OB |
| Interview_C3, Column: 4 Row: 35 | The issue of trust is always there, but you also have to give the employee the advance praise, I always say. So if you have to build the trust from the beginning, it's already more difficult. I trust you. And if there are issues, you have to talk about it and discuss it. But basically, if you don't give the trust already from the beginning and then you say okay, I'll start at 50%, then I'll try to pray that high to high. That's a difficult approach. And if you do not trust employees in principle is stop is generally difficult, then also otherwise during the work and when he is here and then. | BRWBRW-OB |
| Interview_C3, Column: 4 Row: 37 | Definitely. You also have to be able to address that, if there is an issue where you say okay. It does not fit now that the one who has the performance, it did not fit or the one to you the feedback is not there, then one must also be able to address it openly and communicate then. | |

| | | |
|-----------------------------------|--|-----------|
| Interview_C3, Column: 4 Row: 39 | Yes, it is always that so a company has a certain spirit among and that makes the people, also the community as one works together. And if you are far away from a company or otherwise and I don't know any contact, except that you then have the laptop at home and then the logo is on it as a screensaver and the payday slip. That is perhaps for the one a topic for others perhaps no topic. I think that is quite individual from the person. But I think that if you really work together as a team and create a bond with the company and then also do events together away from working hours or meet or even interact at lunch afterwards, I think that there is also a bond and that it promotes collegial cooperation, which is certainly more difficult with 100% Remote. | BRWBRW-EB |
| Interview_C3, Column: 4 Row: 41 | Yes exactly where the exchange is important in the integration. | |
| Interview_C3, Column: 4 Row: 43 | Discuss whether one day a week would be enough for it or whether it needs more day. And that is then the question. | |
| Interview_C3, Column: 4 Row: 45 | Yes, of course, if we communicated via teams, there was still something there. That was also the topic, how to work together, how to talk to each other and how the togetherness is. A certain degree is possible via teams, yes, and any remote work. But a certain degree. Personally, I think that's right. So are, it's also different for everyone. I think many have also felt during Corona, that even in the body and soul, what now goes and that goes, what does not go? Thank goodness I was in the company quite a lot during that time and did very little home office work. But there were many people who had a 100% home office and then weren't in the company for months. And in some cases it was as if they were dead, and they were glad that they were allowed to come to the company. So that was a bit different in terms of cooperation, but it had to work, and it did work. So I don't think that during this phase the fluctuation was significantly higher because of this. | BRWBRW-EB |
| Interview_C3, Column: 4 Row: 47 | Yes. It is. It was. It was all quite well prepared. It's been a lot about. Well, if you're an international company, a lot of things happen through teams. A lot has already been built up. There was of course in the train we had clearly improved. But we also had the opportunity to sign documents digitally, of course. What we had to do, for no idea, employment contracts or any other documents where had to be signed. Any NDAs and things like that. That also went to digital and it has already worked. It was already implemented before because it's just when you're an international company and then you have different locations and then the signatures are no longer sent around in paper form anyway. | BRWBRW-OB |

| | | |
|-----------------------------------|---|----------------------|
| Interview_C3, Column: 4 Row: 49 | Basically if you remote office, so mobile work wherever possible. Then it is an activity where you can also perform at home. In this respect, as a company, you have the corporate goals anyway, because the annual goals of the employees under and there has the direct anyway still the regular Jour fix, where you then coordinate, the team meetings and the project meetings. | BRWBRW-EB |
| Interview_C3, Column: 4 Row: 50 | So in that respect, you can see the progress constantly anyway and see what's going well, what's not going well or where you have to rework. Takes the itself then with the evaluation here then less a topic. Because if one sees now close to the employee and thus the employee only once in the quarter, then it is very difficult. But it was then it would not have been better. So in that respect, I would have regarding the evaluation of the performance less, less the issue then and clearly you get now in the company more with where there are problems among the employees as the supervisor or any disputes or any discussions at least. And you get that better when. If you are really in the office, then one experiences it live or hears it from others. So there is or there was something that is then maybe about remote just not the case when only the two are on the road with each other. | BRWBRW-EB, BRWBRW-OB |
| Interview_C3, Column: 4 Row: 54 | But there are also the problems, then in further consequence then that are then to a certain extent also were excluded, because they have not got all the information and then that then something drifted apart in part. So that with the Talent pool etc. Getting employees worldwide is definitely an advantage of the remote. | PA |
| Interview_C4, Column: 4 Row: 31 | That means that a manager could be installed to take care of all areas, because it's a diverse bunch, but someone is still on site as a contact person and you feel you're in good hands and you have to call headquarters directly, because a little bit of personal contact is lost anyway and we're simply a dialog-driven company and in the future, if that works well, there could be a role like that, buddy system or mentor or let it be called manager. | KC, BRWBRW-EB |
| Interview_C4, Column: 4 Row: 33 | We also found people through our personnel consultants, who we then hired in Vienna, but who also did the boarding with us first and then went to Vienna after one month after two. And suddenly the realization came back to us from the specialist department. This is very difficult and we need them here. And how do we do that and how do we get them here? Well, it doesn't work 100% smoothly in all cases. That has to be said very, very clearly. Sometimes the "aha" effect comes from the department. No, I need the person here with me at least three days a week. I have to be able to touch her, I have to be able to feel her. I have to be able to talk to them and look them in the eye. | KC, KC\KC-ARW |

| | | |
|-----------------------------------|--|-----------|
| Interview_C4, Column: 4 Row: 35 | So actually that's exactly it. What we have just been talking about is that the departments then realized that I would prefer to have the people in house and not so far away and hundreds or thousands of kilometers away. Certainly also language barriers. We also decided that if the people work in Vienna and they have an IT job, for example, that this can definitely become more international. But that turns out to be an additional hurdle. So you have to prepare yourself well, or you have to have the competencies in-house or in the group, so that teamwork can function. | BRWBRW-OB |
| Interview_C4, Column: 4 Row: 37 | Exactly they have no events on site. They can't even get together for a Christmas party or a birthday party. These are all little things that are missing. then there on site really to the whole. | BRWBRW-EB |
| Interview_C4, Column: 4 Row: 39 | This is more difficult with international talent. But there, too, there is more to the transformation. And there are areas where this already works completely smoothly and is no longer an issue at all. But there are still other areas that perhaps didn't have such a hard time recruiting and finding specialists a few years ago. Now, of course, they're starting to hit the skids, and it's more than just a pilot and more than just a challenge. | BRWBRW-OB |
| Interview_C4, Column: 4 Row: 45 | It was certainly difficult at the beginning to get everyone on board so that they were all in favor and committed to this remote office. Especially the management and the departments. Of course, it was easiest with IT, because we looked and looked specifically for IT at the beginning. Now the whole thing has loosened up and it has become possible for everyone. It's similar to the home office issue. If everyone can do it, then. Then there are a few who grumble about it and those who start criticizing and pointing fingers at others. So it certainly wasn't clear at the beginning that we would be able to offer this to everyone. But since it became official and these variants also apply to other areas, the issue has been shelved. | BRWBRW-OB |
| Interview_C4, Column: 4 Row: 47 | It's the manager's responsibility to stay in regular contact with the people in the remote office. Whether the meeting is weekly or monthly, I think it's very, very little. But taking half an hour every week and simply giving each other an update, organizing a jour fix, and of course bringing the person to team meetings via team meetings, letting them have their say, and listening very carefully. So it's important that it's not just about topics that affect the headquarters, but also the topic in Vienna and Feldkirch with us. So it's important to play a really good, good ear under a good listener, not just to play, but to really be. | BRWBRW-EB |

| | | |
|-----------------------------------|---|----------------------------|
| Interview_C4, Column: 4 Row: 49 | So I. I can keep it very short, because we don't have any real performance recording in this form in our company. That means we have a lot of trust-based and home office and remote office. That both happens on trust and a few percent probably won't follow all the rules. We are very well aware of that. But we will accept those few percent. In return, we have a whole lot of others who do the work reliably anyway and where there's no need for control. Happily done. And that also has to do with retention, with employee loyalty. If people get a certain trust from us and don't feel constantly controlled, then they stay longer. So that's something we say we're committed to. Of course, if there are any irregularities on a regular basis, we'll look into it. But so far, we're primarily concerned with the issue of trust and employee retention, which is actually an ugly word. Let's call it retention. | BRWBRW-EB, BRWBRW-OB |
| Interview_C4, Column: 4 Row: 51 | And good work is also seen. And today, we very often come to the topic of leadership in an interesting way. But that is also the responsibility of the respective manager to know what my employee is doing there in the first place. And is he doing it at all? And are we getting anywhere, are we not getting anywhere. What are the topics? How well am I up to date? For me, this tandem is a factor in the success story. | BRWBRW-EB |
| Interview_C4, Column: 4 Row: 69 | This enjoyment is mainly enjoyed by employees from the office area. And with us, these are the IT people. With us, these are the people with business management tasks and, to a certain extent, these are also the technicians. | RWE, PA |
| Interview_C4, Column: 4 Row: 71 | I have not yet experienced any conflicts. Maybe it's all too soon, but grudgingly. I would sign off on that. People who, because of their job and there we have the beautiful triangle again, don't have the opportunity to work remotely or in a home office. We have less understanding for that, of course, and they also have less understanding for it if people are regularly in the home office or remote work because they simply can't do it themselves and maybe can't even imagine it because of that. So grudgingly, no conflicts, but grudgingly. | RWE, RWE\RWE-OC, BRWBRW-OB |
| Interview_C5, Column: 4 Row: 23 | Of course, we have the issue at the sales locations, even if we are now talking about the USA or Australia or India, for example. These are official locations where teams are of course also on site. But the sales staff there, for example, are not all always at the site. If we talk about India, for example, the location is in Pune in the south of India. But there is also a sales person who is based in Delhi. That's not exactly the closest way where I can reach him in 30 minutes. This means, of course, that this employee must be given special management and, I'll just call it special attention. Otherwise, he will very quickly no longer be able to represent the company logo. Because he simply. Yes, I'm a lone warrior here anyway. I have to somehow keep my head above water and achieve my goals. | RWE, BRWBRW-EB |

| | | |
|-----------------------------------|---|------------------------|
| Interview_C5, Column: 4 Row: 31 | e. On the one hand, emotional obstacles. Emotionally, because it is of course a new way of working and leading, as I mentioned earlier. On the other hand, because, of course, the last years and decades here have proven that for various reasons, the, I'll call it the traditional way has also worked well. Then it was actually a. Also a bit of a shyness about this, to face these challenges of remote work. Of course, it's also, I'll call it easier to hold on to old-established virtues or old-established behaviors than to engage in new behaviors. There's always the risk that things won't run as smoothly as you might wish because one or another aspect or factor wasn't considered beforehand. At the end of the day. But the decision was made to start this pilot project now because the pressure or the pain, I'll call it, was too great to leave this position unfilled. | RWE, BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 33 | The company definitely has confidence in its colleagues. This is also a personal opinion on my part as HR Business Partner. I can't control employees or the success of their performance when people are here on site. Because no one stands next to me and looks at my screen, for example, and sees what I do all day. I could also watch some funny YouTube videos that have nothing to do with my work. Nevertheless, over a certain period of time, no one would notice. Accordingly, the control factor is not. It's actually the organizational and coordination factor. We have teams that simply have to be managed differently and organized differently if they are not all regularly on site in the same place. | BRW\BRW-EB, BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 35 | Exactly | |
| Interview_C5, Column: 4 Row: 37 | Yes, definitely. Even if it doesn't become successful now, the need is definitely there for managers to familiarize themselves with the leadership skills for new work and remote work and to acquire them. We have definitely decided that we will start with this in 2024 at the latest. | BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 41 | To put it bluntly, pain-free. I can maintain loyalty, regardless of whether someone is based here on site or whether he or she is based in Spain and is more of a lone wolf. I can maintain loyalty by paying attention to the employee, giving him or her regular feedback and taking care of them. Then you feel you belong to an organization, you feel understood and heard, and then loyalty is immensely greater. And in my personal perception, that makes no difference whether the person or the colleague is sitting here within a radius of 50 meters or whether he or she is 3,000 kilometers away. | BRW\BRW-EB |

| | | |
|-----------------------------------|--|-----------------|
| Interview_C5, Column: 4 Row: 43 | Leadership and collaboration. From my personal position, these are the game changers and also the kill criteria. If I don't take care of a person, if I don't pay attention to them, then I can have the greatest, most beautiful benefits, regardless of whether we're talking about the much-maligned fruit basket or whatever else there is now. None of this will do me any good if the person doesn't feel good. And feeling good is an emotional issue, not a monetary or benefits issue. | BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 47 | This could certainly lead to problems. However, I am not currently aware of any problematic situation in this regard. However, I would not like to rule it out. Of course, if expectations diverge, then at least. But that brings us back to the point of communication. Problems often arise when communication is not clear enough. | BRW\BRW-EB |
| Interview_C5, Column: 4 Row: 49 | At least not every working day has to look. But which, which goals are to be achieved. This is also my personal opinion. If I were a manager in a company, I wouldn't care at all what the employee's working day looks like. Because I don't lead by attendance or any hard criteria, but I lead by goals and performance. At the end of the day, I want to have a result on a certain project or a certain task and I want to have it in a certain time frame that is defined. If something should change in that project or in that time frame, then there is a vote. Why does something change? Why is the project delayed? Why is it going faster than expected? And at the end of the day, it's always about performance that should lead to a certain result. Not about attendance. | BRW\BRW-OB |
| Interview_C5, Column: 4 Row: 50 | . Accordingly, Yes, I will be able to do more in 40 hours than I could at 32 hours a week. It doesn't mean that you're going to get 40 hours of only work done. Because that's not possible, that you're really plowing through eight hours a day like a robot or like a like an artificial intelligence. That's not going to work. That's not going to work. But also these, these I call it now social activities, for example voting for ten minutes over a coffee with colleagues or with interfaces. That's work, too, and it's important, because it's the only way I can make progress as a whole. | RWE, BRW\BRW-EB |
| Interview_C5, Column: 4 Row: 69 | Here, too, we are back to interpersonal issues. Someone will always feel disadvantaged. That's just the way it is. And at the end of the day, I think that's very, very human behavior. You can't make everybody happy. It's not going to play out because then be the ice cream vendor. That's, I think, the only profession that can make everybody happy. It has to be practical and beneficial and flexible for, at best, of course, almost 100%. | BRW\BRW-EB, PA |

| | | |
|-----------------------------------|---|-----------|
| Interview_C6, Column: 4 Row: 33 | I fundamentally do not believe that one Security. An important topic. Of course, security has to be well established, and thank goodness we have great specialists here. That makes it more complicated now and then, perhaps, when you have to enter the password again or something, but that pays off in terms of security. Of course. You always notice how many cyber attacks there are. | BRWBRW-OB |
| Interview_C6, Column: 4 Row: 33 | But you have to have the security is very important and what is extremely important and that is for me always the colleagues, it must always be the possibility to have a good job. You have to have the quiet, you need a space or mentioned yourself. I don't have an office myself, you really need a workplace. To be able to work in peace, that you can be distracted there. And that's the stages of life, I think, very crucial. I can't imagine if I still had small children and I'm at home, That doesn't work, the child doesn't understand that and there it's probably better, I can retire to a remote place in another building or I'm even at my office workplace. But when they are not there, it works very well. Everybody has a little bit different requirements and you have to make sure that it's a good fit. But you could almost think about whether you then at some point perhaps near a metropolitan area there are Bregenz and Bregenzerwald, we have also already thought about it and discussed. Whether one does not make there such a hub and there office possibilities are that the colleagues meet there. Which is also exciting, because then different colleagues come together again and everyone learns from each other and hears what they are doing. That is also a bonding method. But we're not there yet, that's just a thought. From our point of view, we don't need that yet, but it could of course become a model for the future. | BRWBRW-EB |
| Interview_C6, Column: 4 Row: 37 | These have actually been clarified so far, I'll say purely from the HR perspective. If the fixed agreements are, there are legal requirements. Of course, it's a matter of contractually regulating the work equipment, ensuring occupational safety, and so on. We have now set this up accordingly. If we need it. It is not possible for one of our safety experts to simply go into an office, to an employee's private home. We also have corresponding information and questionnaires, where we manage via knowledge management, where the employee has to give us information. This is also based on trust, that everything is correct, that we know that it works well in this sense or that one of the employees has no idea of any physical infirmities, which I don't believe, but that he has good work equipment. | BRWBRW-LC |

| | | |
|--|--|------------------|
| <p>Interview_C6, Column: 4 Row: 42</p> | <p>That's what we're pushing with after work or with events, with the employee, that we're actually very generous, that we say there is, I don't know, when. The sales department is also in the house from time to time. It's important to us that they have a bond. Because if I work from home, I could theoretically care less about the company, to put it bluntly. What matters to me is that I have a job that I enjoy and I get paid, and I don't really care who I work for if I don't have an emotional connection. And that's why it's very important that the people are there. Because transporting such a mindset. From my point of view, it can only be done in person. You have to feel it, you have to live it, you have to be there. And when we do team events together, where people from every area of the company come together, then you notice how that welds them together. You have a shared experience. For example, a bike trip where I'm out and about with colleagues from the warehouse, from everywhere, and it's so valuable for me as a manager to experience.</p> | <p>BRWBRW-EB</p> |
| <p>Interview_C6, Column: 4 Row: 43</p> | <p>How proud of what companies we are or which is perhaps not so good, than you can do it in a short way and I think there you learn a lot from each other. And vice versa, you can play something back in a short way, that the person hears why some decisions have been made. And that, too, binds people tremendously to the company and creates understanding, which is why it's so urgently necessary in my view. There has to be some form of meeting, especially when it's remote, because I think it's even more important that people actually meet in person.</p> | |
| <p>Interview_C6, Column: 4 Row: 44</p> | <p>Otherwise, loyalty certainly drops if I'm only in remote. And I think as a person, I don't want to work alone. I'm a person where I like to work with fellow human beings. Especially staff, otherwise I probably wouldn't be here. But a lot of people have noticed that, too. At that time there were 200 employees at Covid in remote, they were gone, they were at home. That many wanted to go back, they missed the colleague. This motivating, this pulling along, this when I'm not doing well, that he builds me up. You are not alone. You simply have an exchange, also in the social area. And that is very important. And we want to promote that here. But there should also be the other, if it makes sense. So that's our way.</p> | |

| | | |
|--|--|-------------------------------------|
| <p>Interview_C6, Column: 4 Row: 46</p> | <p>Absolutely. Because at that time, we also provided appropriate information and training. Suddenly I have to lead remotely, there are also new management tasks, I have to talk on the phone much more often, it's very exhausting, because often there are, I've experienced it myself, you're at home for a day permanently with the headset on the phone, like the two of us now. And you're always focused on listening and acting and sharing the screen, etc. That works well, but it's not easy to keep up with the work. That works well, but the whole day it's extremely exhausting and it's a little easier when I'm in a working environment where colleagues are, there are other possibilities, where you can exchange ideas and not so monotonously. And that's why I think you have to be very good, you have to lead better than on site, because you also have the problem that you don't feel how the other person is feeling. I don't have that feeling, and that's important when it comes to bonding, when it comes to interpersonal relationships. The social bond is very important and I like to come to the office, even if things aren't going well when I'm there. And I'm in my second home in the office and see my colleagues. That has often motivated me a lot. It just makes me feel good. If an employee has it, it's a great feeling, then home office is great, but then you also like to come back. And I hear that very often. And that's nice to hear.</p> | <p>RWE, RWE\RWE-PE</p> |
| <p>Interview_C7, Column: 3 Row: 6</p> | <p>Of course, there are countries without any regulation, and this is more the easy situation. But then there are a lot of other countries, especially we in Europe have a highly regulated work environment, also in terms of working contracts, of social security, of permanent establishment questions. Permanent establishment means when you work from home and there are such things that are true, then this automatically means you establish a company site at your home. So things like that. Then, of course, ensuring that social security is okay with the percentage. So ensuring that nothing changes for the text related questions in the, let's say, in the contract that you have with an employee. This is also something that sounds very theoretical, but for example, in your region, where you have somehow Austria, then you have Germany, then you have Swiss, then you have Lichtenstein.</p> | <p>RWE, RWE\RWE-RWF</p> |
| <p>Interview_C7, Column: 3 Row: 7</p> | <p>It's super quick that you work maybe, I don't know, in Lichtenstein and you live in Austria or the other way around. Here having the risk then suddenly you have a lot more taxes to pay as an employee is something that you should consider. Being aware also the employee, maybe when some percentages are requested, such as I would like to have 100 %, whatever. I think it's important to take this also into consideration. Second pillar is the tax and legal related aspect.</p> | <p>RWE, RWE\RWE-RWF, BRW\BRW-LC</p> |

| | | |
|-----------------------------------|---|-----------------------------|
| Interview_C7, Column: 3 Row: 12 | This was in some parts of the globe so tough that we decided, for example, that management team members, they should join the companies regularly. They should also show that with all the measures that we took in place, they are somehow as safe as possible. The view was okay, blue colors have to risk their lives and the white colors have the luck to stay at home. This was the case for approximately three weeks. After three weeks, the mindset changed completely. Then we had the other way around. Only white color said, the blue colors have to luck. They can go out of their homes. They can join their colleagues. This is somehow funny. That was would I like to stress with that is that, of course, the garden of the neighbor, as we say in German, is always greener. Of course, there are some times people that say, Okay, I'm not so lucky because my work doesn't allow me this freedom to have one day a week, maybe an additional lunch with my family because I'm at home. And the other way around, I think it's always important to relate then also to the advantages of the different job, because each job has disadvantages and advantages. | RWE, RWE\RWE-OC, BRW\BRW-EB |
| Interview_C7, Column: 3 Row: 15 | With transparency and communication, as I said at the beginning, it's easy and good to explain also the difference, and so nobody's angry about. | KC, BRW\BRW-OB |
| Interview_C7, Column: 3 Row: 21 | Because otherwise, if you are five and even if you make sure one or two are always here, it can happen that the whole team needs maybe one a month or every two months. I think we tend to take it not serious how big the impact if people do not meet regularly in person, or if they do not meet regularly, how important it is to establish a space where also virtually, we are not only talking about content. | KC, BRW\BRW-EB |
| Interview_C7, Column: 3 Row: 23 | Of course. This is something that maybe is underestimated. At the beginning, if you do not live it yourself, then you say nothing changes only because we are not here all together. But this is not true. It's true for a month, two, three, four. But everything that is longer really tends to isolate the team, to isolate the team. | BRW\BRW-EB |
| Interview_C7, Column: 3 Row: 26 | And what's additionally, this is more the team aspect, and what's additional in the face to face leadership, that you as a manager really plan your interactions with the team members. And depending, of course, of the size. But the only chance to remain in contact is really to plan. Today I call Kim and tomorrow I call George. Only to ask how are you doing? Everything fine? Is there anything I can help you with? Because the natural way of doing this, passing by at the way to your office and jumping into and say, Hello, Tim, how are you? Everything good? Is there any... I don't know. This, of course, is not possible in this kind of remote work. | RWE, BRW\BRW-EB, BRW\BRW-OB |

| | | |
|-----------------------------------|---|---------------------------|
| Interview_C7, Column: 3 Row: 28 | Yeah, completely another one. What we did is because from 2020, in the last two and a half years, these teams exploded in our little world. Before the pandemic, this was the rarely exception. Now we have maybe 5 % of the workforce in this constellation, so sitting at different places, etc. Since two years, we really offer a complete curriculum called virtual leadership, where you learn different things on the soft side, of course, but also on the hard track side, how to best use the infrastructure, how to make workshops online, all this stuff, and of course, also how to shape relationships, how to ensure that you remain close to your employees. And this goes to the point also how to feel through the camera when something is wrong. Because also this is underestimated. When we sit in a room, human beings are able to read from eyes, eye movement, from the way you are sitting, from different things, how you are doing, how you are feeling. The camera and the micro filters this to 80 %. If you are not super, super focused and you have maybe six, seven people in this little screen. | BRW\BRW-EB, BRW\BRW-OB |
| Interview_C7, Column: 3 Row: 30 | This was also something that maybe is kind of a challenge. Of course, what also challenged is still a challenge is the question, what happens with company culture? What happens with values when people are not physically together or not at this site? This is something that maybe we will discover in a couple of years. It's too early to say that because 99 % of the cases are people that were here already and then changed maybe to remote. | BRW\BRW-OB |
| Interview_C7, Column: 3 Row: 31 | A scenario where someone new comes in and never experienced the state being a company, living here, experience, I don't know, the building, the way how people greet each other, whatever. Maybe this also makes something when we have enough of those cases. | BRW\BRW-OB |
| Interview_C7, Column: 3 Row: 35 | Yeah, no informal information. Then, of course, the barrier between your spare time and your working time is really thin. Because you are at home, you wake up, shower, drink your coffee, have breakfast, whatever you like to do in the morning, you make one step and you are in the office. | BRW\BRW-EB |
| Interview_C7, Column: 3 Row: 39 | Or if you are unlucky, you work where you eat and you never see something else as you want. All these things, I think, were underestimated before people were first forced to stay so many days at home. Now people saw that work from home is not only the very nice, flexible, and super solution for everything, but they saw also, sometimes it's maybe convenient, but having a routine to go out to meet your colleagues, etc, has also a lot of advantages. | RWE, BRW\BRW-EB |

| | | |
|-----------------------------------|---|-----------------------------|
| Interview_C8, Column: 3 Row: 35 | User behavior. They were used to use other tools and they did quite the same job but in a different way. It's like always, in case a user is used to it for many years, they exactly know how to deal with it and how to do and how processes run. In case they always printed out this sheet of paper and brought it, for instance, to their line manager, they did not think about their steps anymore. Having the remote work strategy in place, suddenly their work behavior needed to change because it was not possible anymore to print out and bring it to the line manager. They were disconnected. So the adaption in their work style. | RWE, RWE\RWE-OC, BRW\BRW-EB |
| Interview_C8, Column: 3 Row: 37 | Of course. There were employees that were happy and told us, Thanks God, finally we did it to improve these processes and to go for a remote work strategy or a digital workplace. But there were the others as well. There was a conflict even within departments that are not connected to IT that there were employees who wanted to stick to the old processes and wanted to keep it and the others wanted to improve more and go faster. It was somehow a process that they got the same pace. | BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 39 | First of all, of course, we tried to talk to them to get their points why it is, why is it not that easy for them, or their reasons to understand their concerns and to talk to talk to them. We invested a lot in trainings and qualification that they lost the barriers because they get used or got used to the tools. And of course, last but not least, the last ones had to do so. They needed to be forced. There were the different groups of people. There were early adopters that needed not that much attention. There was the majority which adopted, through qualification information quite well. The last ones needed to be forced. | RWE, RWE\RWE-OC, BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 41 | Yeah, we encountered different problems. The significant was the change for the users that cost a lot of time. Others were technical ones. We recognized that, for instance, performance is not always the same and differs day to day. We cannot rely, for instance, during our migrations, that a package of 100 gigabytes always lasts at the same time. So we had to be flexible in our planning and adapt to the circumstances we had. We got there some barriers as well. And within my team, it was, of course, a shift of responsibilities and shift of their tasks, of their daily tasks as well. Before we were used to have installed everything on our systems locally within XXXXXX. They focused on the service, they focused on the installation process, the maintenance and stuff like that. We were able to shift that to Microsoft using software as a service. But there were a lot of other tasks. For instance, it's really important to have an eye on the roadmap of them because the features are just coming to our systems without any possibility for us to decide when and how. Was not only necessary to focus on qualifications for the end users, but for my teammates as well. | BRW\BRW-EB, BRW\BRW-OB |

| | | |
|-----------------------------------|--|-----------------------------|
| Interview_C8, Column: 3 Row: 45 | Yeah. During Corona, everybody was at home and that was the starting time of our remote work and having everything in cloud, so everybody was at home and disconnected somehow. It was rather easy then to have, for instance, meetings or to collaborate because everybody had to. By the time the regulations got less and we had a hybrid setup, part of the team was at home and part of the team was working from company side, we recognized that it got even more challenging because having all information for everybody. A lot of communication happened again within the office and we had to focus on not forgetting to inform the others who are still working from home. What we recognized there was the hybrid setup that was more challenging. And till today, having a meeting online is quite fine. That's not a challenge anymore for anybody, I think. Having a meeting where everybody's on site, of course, as well, not. But the hybrid meetings, we recognize that it's suddenly a barrier between the participants online and on site because of discussions that maybe just disconnect. | RWE, RWE\RWE-CE, BRW\BRW-EB |
| Interview_C8, Column: 3 Row: 49 | Yeah, there were some use cases we wanted to provide how to keep an eye on those topics. HR provided some promises and principles how we want to collaborate with each other as well. From our organizational point of view, we even adapted these promises and principles on remote work for the digital workplace. We call it now our digital etiquette, and it defines how we interact with each other within the digital workplace to keep on respect, to keep informed, in fact, to bring necessary information to the right people in time. | RWE, RWE\RWE-OC, BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 51 | Of course, there were. As we shifted to the cloud, there were concerns of our work councils. They asked a lot how data will be stored, how it will be accessible. There were concerns of other employees as well because they first thought, Okay, it's now in the cloud. Everybody has access to, but that's not true, of course. We still have our security and privacy borders. From a legal perspective, we decided to have all our data within data centres in Western Europe only to avoid having additional challenges concerning some regulations of the European Union. | BRW\BRW-LC |
| Interview_C8, Column: 3 Row: 55 | We had a governance workshop at the very beginning where we built up all the pillars to different where we had a look at the configurations that made it more friendly to meet all these requirements. | BRW\BRW-LC |
| Interview_C8, Column: 3 Row: 59 | We had something like OKRs before, but not connected to our remote work strategy or to our productivity. For us, it's many years that we have goals per year for each employee that are aligned with the line manager and are measured at the end of the year against the results. But we do not measure the productivity or the activity within our digital workplace for the employees. | RWE, PA, PA\PA-EA |

| | | |
|-----------------------------------|---|-----------------|
| Interview_C8, Column: 3 Row: 63 | Not so far. But the number of employees who work remote only is really, really slow. We recognize that our employees are still happy to get at least from time to time on site in the company. And to be honest, our general terms are to be in the office from time to time. It is a special agreement to get 100 % remote work. | RWE, BRW\BRW-OB |
| Interview_C8, Column: 3 Row: 65 | Exactly. Keep positions. | |

PA - Percieved Advantages

| Document | Coded Segments | Codes |
|-----------------------------------|---|---------------------|
| Interview_C1, Column: 4 Row: 14 | Exactly flexibility and also as an attractive employer as a flexible working time model. For example flexitime we already have and the next level is a home office policy with one day home office. | RWE |
| Interview_C1, Column: 4 Row: 28 | But of course they would like to have this flexibility, this one day home office, but not because of remote working, but because of the flexibility. Because that just private life and work life, if there is the work life balance the term now or not some say it has to merge, other philosophies. The fact is a day of flexibility in the workday helps tremendously the motivation of employees but also to be able to deny the work life balance properly. | BRW, PA\PA-ACE |
| Interview_C1, Column: 4 Row: 33 | Yes, but the one who actually has his working time and devotes the 100% to the matter of work. And I even think that the, that the more effective. | BRW |
| Interview_C1, Column: 4 Row: 36 | Well, on the one hand, I want to save costs, because I don't need a workstation in the company. I sometimes save on travel costs if the employee is located locally where he or she is needed. The are once two big points where that where the headquarters is concerned. I think that is an advantage for the employee to see remote work as a home office, that he is more motivated when he is and more loyal when it compares the employer with other employers where have a home office policy. Everybody works, likes to work for an attractive employer. I think there is also an advantage in there. I think there is also an advantage that the employees are more flexible in the home office. Because they work remotely, of course, and can also freely divide their time according to rules, the employee is flexible. Say if the craftsman comes in the afternoon and times a 2 hours does not work, then is just worked for it in the evening or because the employee takes out this flexibility, he also brings this flexibility to the company with a Sunday evening times somewhere stuck and times quickly in the support case must help. I think that is the helpfulness greater than as with someone who works 8 till 5 Monday to Friday and the cell phone put away. Because simply work and private world merge. If everybody gives everybody the freedom and the flexibility, I think that's a gain for the company in the end, that the employees show more commitment, are flexible. | PA\PA-EA, PA\PA-ACE |

| | | |
|--|--|---------------------------------|
| <p>Interview_C1, Column: 4 Row: 38</p> | <p>Of course. Of course, so we see that in principle partly with our own sister companies, and that is now India or whether these are now employees where remote sit quite simply because there are the qualified employees, so especially if you go into the IT sector, there are now other companies again XXXXXX, which have built up an IT center in Portugal. But there are quite a lot of programmers in Eastern Europe have remote working. So this talent pool, that they fetch me the talents. From where they are located, mostly in metropolitan areas with good IT universities. Why not. The prerequisites are the same for this remote working, trust, a good remote working workplace and that the employees can handle it. So that they are self-motivated those are for me very important issues.</p> | <p>PA\PA-GTP</p> |
| <p>Interview_C1, Column: 4 Row: 39</p> | <p>But again I think that over the course of the employees working life. Every employee for themselves knows, secretly, can they work 100% from home or not? There it becomes in the course of the thesis my questioning perhaps also well of a few coworkers, which coworker or how much of 10 coworkers would trust themselves 100% from at home to work that they really want that. Not because the company wants, but by themselves they want that or they prefer to have the flexibility with 1 - 2 days home office. But definitely, coming back to the point talent sourcing from where the talent exists is definitely an issue and can also be a strategy why introduce remote working.</p> | <p>KC, KC\KC-FRW, PA\PA-GTP</p> |
| <p>Interview_C1, Column: 4 Row: 41</p> | <p>Well those can be measured properly about employee satisfaction in the course of employee reviews of course. But they can also be measured in the customer satisfaction analyses, how accessible the respective employees are. There, you can certainly also query some things and then compare them with scenarios where people are 100% in the office. And that's where it can be measured. And I simply believe that if you could somehow measure the motivation of the employee or find out, it would actually be measurable, probably yes.</p> | <p>PA\PA-MA</p> |
| <p>Interview_C1, Column: 4 Row: 43</p> | <p>I think generally also the one that the positive wide in the company would arise if you would introduce a home office policy, for all employees with clear rules written down. That the employees are also really proud that their company, that delivers. And in conversation with other employees, that then also tells and then again as an attractive employer stands there and the employee himself of course. As someone who stands there, who works for an attractive employer. I think that is already quite multi-layered this motivation yes.</p> | <p>PA\PA-EA</p> |

| | | |
|-----------------------------------|--|----------------------------|
| Interview_C2, Column: 3 Row: 53 | , it's the whole topic of talent attraction. It is a must to offer something nowadays. Of course, it is not possible to fulfill everything that is in the heads of our future talent, but it is talent attraction. It has to do with retention. It has to do with the relationship between the employee and the manager. From my point of view, showing a flexibility, of course, with all common sense that is needed behind it, but offering a flexible working concept, and I prefer that more than remote working concept, so really flexible working concept taking into consideration in which life face every individual is, I think that is one of the most important benefits that we can gain some shares out of that. | PA\PA-EA, PA\PA-ACE |
| Interview_C2, Column: 3 Row: 55 | If there is a legal possibility to do this, then I think it's possible. We have some cases where people work for global positions, from Munich, for example. And we also have this working together over distance between teams. So we have, for example, an R&D team in Serbian, and they are working for a manager here in Dornbirn. So this is a quite common practice. So if it's somehow possible, of course, this could be a very good benefit in the field of talent attraction. | BRW, BRW\BRW-EB, PA\PA-GTP |
| Interview_C2, Column: 3 Row: 61 | And with this saving time. Because it's not necessary to drive somewhere and it's easier to handle. I think that is one of the most important steps. Also this balancing between my private needs and the professional needs. | PA\PA-ACE |
| Interview_C2, Column: 3 Row: 65 | You can see it in, as you said, in a net promot score, you can see it in a commitment rate, you can see it in a retention rate fluctuation. I doubt if this really can be limited or directly linked to the possibility of offering flexible working solutions. I think it's more one part of it that pays into a positive result of that. But I think there are too many influencers paying into, for example, a positive commitment or high commitment scale. Then you have a high commitment scale and there you even do not know if it's effective or some other commitment. I think it's quite difficult. It can give some indications, I think, but the best would be to really make surveys and sounding boards or pulse checks going directly into that topic. | PA\PA-MA |

| | | |
|--|---|--------------------------------------|
| <p>Interview_C3, Column: 4 Row: 52</p> | <p>It's a fundamental and important issue where the flexibility for employees that's related to I have a doctor's appointment. A handyman is coming to the house or I have to. The daughter is coming home from school early today, etc. That's the issue of work-life balance, which employees have to make more comfortable. That's one aspect where it's actually very, very positive, where you bring a certain normality with you, which wasn't the case before Corona and which was already tedious. Organizing something like this is nothing out of the ordinary, so to speak, and you can be really comfortable. Of course, there are situations where you have to say that if you really want to work on topics in a concentrated manner, which might work better at home, if you have less disturbances there, the ambient noise when sitting in an open-plan office, then the colleagues are all around, you hear something to call, etc.. And just the advantage is, one calls fast what over the table, is there also the disadvantage, if one is constantly disturbed there thus really concentrated at topics work on bundled is perhaps then simpler in the Homeoffice than now really then in the office in the open-plan office, where many coworkers are together. The, the smaller disturbances are certainly lower there.</p> | <p>PA\PA-ACE</p> |
| <p>Interview_C3, Column: 4 Row: 54</p> | <p>That in any case. We also have, for example, employees where, they are from Hamburg, they work in Hamburg, they are there in the home office then and they are specialists where you are according to the from the industry then where. Where we are very very important and they are quasi 100% remote and home office then. They are already from time to time here at our location then the week just one back here, because it every few weeks back there, but still to have this this personal exchange. But there is so the case that one just. These specialists from the industry as now simply with us in the region also do not have. There are no companies, where these of this size then with the experience then have, have the possibility nevertheless still in their accustomed surrounding field with the family to be, not to have to move here and can make the whole remote. But there are also the problems, then in further consequence then that are then to a certain extent also were excluded, because they have not got all the information and then that then something drifted apart in part. So that with the Talent pool etc. Getting employees worldwide is definitely an advantage of the remote.</p> | <p>KC, KC\KC-FRW, BRW, PA\PA-GTP</p> |
| <p>Interview_C3, Column: 4 Row: 56</p> | <p>as I said, we are open to remote working. And there are also, well, we have our key account managers and sales people all over the world, who are then just everywhere in the world and then on site and then drive sales forward. They are with us once a year, of course, and the rest are directly on site, even if we would like to classify it under remote work, then under that are also specialists who are on site, in the region, that also works. That is yes that is that must also go so, then we can not look after everything from Dornbirn global. Directly.</p> | |

| | | |
|-----------------------------------|--|--|
| Interview_C3, Column: 4 Row: 62 | So how should this flexibility, the other time, really, times concentrated to work on topics | |
| Interview_C3, Column: 4 Row: 64 | Oh yes. With us anyway The credo 100% trust then and from there. And of course it's just a bonus that you're allowed to do it nowadays, so to speak it's already standard or is already demanded as standard. If one would not offer it, then it would be quasi negative, I would say. It's already demanded in society, so to speak, that you offer a home office. | |
| Interview_C3, Column: 4 Row: 66 | Yes, so of course when you do an employee survey, then internally, then satisfaction survey, that you were very very well represented with the Great Place to Work then because annually corresponding survey or employee satisfaction. And there you can then measure is also weighted then in how far such things, such as home office, how that is appreciated or not less appreciated. | PA\PA-MA |
| Interview_C4, Column: 4 Row: 8 | They are really job-dependent. We attach another condition to it in onboarding. We do our own recruiting, for example remote employees. But we also have recruiters who search for us. And they also know from the requirements catalog that the onboarding phase absolutely has to take place at headquarters so that they get to know the company, so that they get to know our corporate culture. And that can take up to a month, sometimes longer. The start-up phase and then sporadically, so there are 10 to 12 trips to Vorarlberg, where we take care of the benefits, where everything is paid for, from the Austrian ticket to accommodation, to meals. That's how it works for us. | RWE, RWE\RWE-RWF, KC, KC\KC-ONE, PA\PA-GTP |
| Interview_C4, Column: 4 Row: 12 | On the contract side, I can maybe tell you a few things. We compared the benefits between employees at the site and employees in the remote office. You have to be honest about that. We are currently still of the opinion that if you work in a remote office, the company will give you a lot of advance praise and that we won't offer all the benefits in the remote office. However, there are a few additional benefits that are more attractive than at our location. As already mentioned, the Austria ticket, which you can use 24-7, is paid for entirely by the company. This means that we demand or, but it also means that we demand a sustainable journey. So if you come by car, the travel time is not paid as working time. However, if you arrive by train, and this is in consideration of the framework times, it is also seen as working time and paid for. | RWE, RWE\RWE-RWF |
| Interview_C4, Column: 4 Row: 20 | And when we mentioned that we are located in Vorarlberg, most of them already went to the next booth. To exaggerate. Now it is actually when we report on site and add and we also have a remote possibility in Vienna. Ah Wow, but now it becomes interesting and we also really feel that in numbers, that especially students from Vienna and the surrounding area apply and report to us more and more. Sustainability is certainly also an issue. We have a mobility concept in our company, and employees don't always come directly from around the corner, and often only by car. | KC, KC\KC-FRW, PA\PA-GTP |

| | | |
|-----------------------------------|--|-----------------------------|
| Interview_C4, Column: 4 Row: 55 | I can summarize it like this, shortage of skilled workers, the topic of sustainable tapping, the topic of retention, employee retention, the topic, but also personnel marketing. It makes you stand out. You can become more visible with it, so also the brand. You have content. So yes, these are the advantages that we can now list in a nutshell. | PA\PA-EA |
| Interview_C4, Column: 4 Row: 57 | And when it comes to recruiting, it's current. But that can change again quickly. Its here, LinkedIn. And on LinkedIn we use something like Talentsolution, where we try to place our jobs by means of job slots, job wrapping and sponsored content. Some of them are also pulled from the homepage and mirrored again. But you can also add small campaigns. This works very well. Meanwhile, everyone is doing it and everyone is desperately looking. That's why there is an abundance of offers. Anyone who has a better idea is more than welcome to come and show me. (laughs) So we look at all the social media channels. Whether that's LinkedIn, whether it's Facebook, especially in teaching, whether that's TicToc, whether that's Instagram, whether that's Reddit, whether we recruit through meta and through avatars in the future | PA\PA-GTP |
| Interview_C4, Column: 4 Row: 59 | In the onboarding phase with the obligation that they have to be on site with us and then regular visits that are ordered. That is, the trip is only made when it is really desired by the company. And outside, if there are events, then of course the person is also informed and cordially invited. If you have a hiking day or if the departments or the individual divisions organize parties, then they should also come. | KC, KC\KC-ONE |
| Interview_C4, Column: 4 Row: 61 | Yes, we have the possibility to reserve workstations via Outlook in Feldkirch as well as in Vienna. This must always be done before the respective workday. And that can be used quite well in combination with travel, but also with vacation. Vienna is also the provincial capital and there is perhaps once or twice a year the possibility to travel there and then perhaps even in combination with I also work one day before or one day after. So there is also a certain benefit for the employees on site. | RWE, RWE\RWE-RWF, PA\PA-ACE |
| Interview_C4, Column: 4 Row: 63 | No, so that's really easier reporting and at all still, as I mentioned, the workload that you test. | PA\PA-MA |
| Interview_C4, Column: 4 Row: 65 | Yes, and we don't have any specifications in our contract either, i.e. what other companies have. Two days at home, two days in the office, or home office every Friday. No, that's more casual with us. It's really the same as with the remote office, it's a triangle of task, topics, person, if it's been well clarified, well coordinated, communicated and is visible in the calendar, then that's fine. The employee in question must not run out of arguments when the manager or the team asks "What are you actually doing in the home office? That must not happen. | RWE, RWE\RWE-CE, PA\PA-ACE |

| | | |
|-----------------------------------|---|-----------------------|
| Interview_C4, Column: 4 Row: 67 | Absolute flexibility. And that again points to the fact that employees hopefully also feel comfortable because they are also allowed to decide that for themselves. To a certain extent, of course, with the team. But actually they decide for themselves. | PA\PA-ACE |
| Interview_C4, Column: 4 Row: 69 | Absolutely, absolutely. Yes, that is a huge challenge for us. We currently have 7,000 employees. And of those 7,000, 3,500 can't afford to work in a home office because they're either on the production floor or they're skilled workers working two shifts and on the plant floor. This enjoyment is mainly enjoyed by employees from the office area. And with us, these are the IT people. With us, these are the people with business management tasks and, to a certain extent, these are also the technicians. | RWE, RWE\RWE-RWF, BRW |
| Interview_C5, Column: 4 Row: 54 | I would argue that a remote work strategy is an extended remote work strategy. Will also give some more flexibility. But it's mainly going to be the recruiting pool that's going to decide do or die at the end of the day. | PA\PA-EA |
| Interview_C5, Column: 4 Row: 56 | Yes | KC |
| Interview_C5, Column: 4 Row: 59 | Of course, if I recruit someone in another country and in another region, preferably outside the EU from a third country, then there is a lot more to organize. Then I have to organize the issue of work permits as an employer. Then, of course, I also have to organize the issue of housing. I have to organize onboarding somewhere, not only in the company but also in the new region. After all, there is nothing worse than when I. Abroad country X to country Y and move. I don't know anyone, I don't have a connection, first of all I have to resocialize. And here, too, the employer is required to support, assist or even fully organize this. In my view, these two issues need to be distinguished. | RWE, PA\PA-GTP |
| Interview_C5, Column: 4 Row: 61 | Yes, currently about actually about onboarding and we don't have a mentoring program currently established. The teams also do this themselves out of their own motivation. Although it is not currently specified from our side. | KC, KC\KC-ONE |
| Interview_C5, Column: 4 Row: 65 | Accordingly, flexibility in the form of a home office arrangement. Yes. The way we currently have it or maybe extended that to two days, that yes on the other hand 100% remote work if I don't work outside a 50 kilometer radius now. It won't make any difference. | RWE, PA\PA-ACE |
| Interview_C5, Column: 4 Row: 67 | So flexibility is certainly important, and it's certainly a very, very important issue in recruiting. Whether I have to work that out in the, Excessive. As a medium-sized industrial company, I doubt. Startups or or IT companies that are somewhere in this haze or marketing companies, those that have a company size of up to 20 employees for all I care. They have it much easier. And there it also makes much more sense. I don't see it with a manufacturing industrial company with 400 employees at the site. | RWE, RWE\RWE-PE |

| | | |
|--|---|---|
| <p>Interview_C5, Column: 4 Row: 69</p> | <p>Here, too, we are back to interpersonal issues. Someone will always feel disadvantaged. That's just the way it is. And at the end of the day, I think that's very, very human behavior. You can't make everybody happy. It's not going to play out because then be the ice cream vendor. That's, I think, the only profession that can make everybody happy. It has to be practical and beneficial and flexible for, at best, of course, almost 100%. But there must also be certain guidelines. Because without guidelines, a collective in this format doesn't work anymore. And then there are misunderstandings. That brings us to the topic of communication and where misunderstandings arise. Do I have a problem. Guidelines, but that's why and not fixed rules, because that's just on the topic of flexibility, there will always be the exception to the rule, which may need special consideration. There will always be. And I believe that this is again a personal conviction, if a company can offer this flexibility. Then it definitely has an advantage as an employer and as a recruiting employer.</p> | <p>RWE, RWE\RWE-RWF, BRW, BRW\BRW-EB, PA\PA-ACE</p> |
| <p>Interview_C5, Column: 4 Row: 71</p> | <p>s the most diverse approaches to this, how one would like to measure or could measure these, these advantages and also disadvantages. I claim yes, and there it is. I have an add-on tool also an employee survey at some distance. Because I can still say relatively little about turnover or sick leave alone. There are industries where the fluctuation is simply fundamentally higher. There are industries or even workplaces and work areas where the sickness rate is fundamentally higher, due to physical exertion or mental exertion or whatever. It can definitely be measured by such KPIs as they are known. But I am convinced that an employee survey at regular intervals is also very, very useful and can really give the best possible, fully comprehensive picture.</p> | <p>PA\PA-MA</p> |
| <p>Interview_C6, Column: 4 Row: 11</p> | <p>And what has changed positively for me is that the travel has become less and I can also participate when I'm not on site. So it often helps me to participate in meetings even though I'm not there, and I think that's actually a quality that's very valuable.</p> | <p>RWE, RWE\RWE-CE</p> |

| | | |
|--|---|---|
| <p>Interview_C6, Column: 4 Row: 48</p> | <p>Basically around the globe to completely independent. It is actually no matter where someone sits I basically in advantage or who makes branches started USA, China, Turkey, Mexico and India. One can use these resources naturally, because it must at IT or at different other topics there. The expert does not necessarily have to be here in Wolfurt and I can of course use such synergies when we talk about a shortage of skilled workers or a general shortage of labor. Of course, logistics can't be done remotely, but a programmer, a sales person, can be located wherever he wants, it doesn't matter. So we have two example. We have two colleagues in Eastern Europe and one in Italy. He has worked for us for a long time, has a very close relationship with XXXXXX because she lived here for a long time and has moved back to her home country and works remotely from home for the sales department. You don't notice anything, the customer doesn't notice anything and the advantage is even that she is closer to the sales department. That means that when there is a customer event, she is always on site. But we have an agreement that they come to our plant once a quarter or even more often. They come for two or three days and are back here again in order to re-establish this bond, because sometimes new employees join us. And then they are on site again, which is an advantage.</p> | <p>RWE, RWE\RWE-CE, KC, KC\KC-FRW, PA\PA-ACE, PA\PA-GTP</p> |
| <p>Interview_C6, Column: 4 Row: 50</p> | <p>Because yes searching also and also not lose or the employee who would be very good, the two we would have lost, they would be gone, we would have had to replace and so we were able to keep them because the working environment works great for them and they like to be with us. And they went back to their home country. And this combination was of course worth its weight in gold for us. And of course, cases like this only happen occasionally. But it could be that there will be more. Who knows, we don't know.</p> | <p>PA\PA-EA</p> |

| | | |
|--|---|-----------------|
| <p>Interview_C6, Column: 4 Row: 52</p> | <p>Yes, they have to rethink their workflow. However, a lot of things have already been optimized and digitized, especially in the sales department. We do a lot there. Customers are advised on the phone among themselves. Of course, these meetings are necessary. If it weren't for the meetings, the people wouldn't know each other, because the colleagues were already here and in the onboarding process, every employee is with us in Wolfurt or in Hohenems anyway, so they would be integrated quite quickly. And if I may stay with sales now. We have various trade fairs, and there are always colleagues from the office staff on site, so personal ties are formed, but of course you have to cultivate them, like a private friendship, you have to cultivate them, you have to meet, exchange ideas, and then this trust develops and the cooperation works. But it is always, it is always work on the ground, but also remote of course, to maintain this social also. But I think it can be for the future here and there the advantage that you can use that well. But for us, you hear trust and loyalty and a sense of belonging, that's very important to us, that the employee feels that, lives it and supports it. That is very important.</p> | <p>KC</p> |
| <p>Interview_C6, Column: 4 Row: 56</p> | <p>Good question. We're actually not there yet. We are just in as I explained before, how to start working about, about goals and liabilities now. I think we're still in the early stages of that. But the goal is certainly good if you can measure something. But for me, it can't be just gut feeling, but it has to be okay once if you don't measure something. Because measuring can also mean pressure and doesn't help the employee. It's good for orientation when I see, okay, I have no idea. So many orders processed, that is difficult, so many applications had. That can help us in the work, because so many applications and so many interviews conducted, that was the output. And how long were the employees here that we then hired? These are factors that can be measured. But when you talk about trust, is looking back. When you see what you have achieved and the company is developing well, that is as important to me as measurable figures. I think you can also feel the success.</p> | <p>PA\PA-MA</p> |

| | | |
|-----------------------------------|--|---------------------------|
| Interview_C6, Column: 4 Row: 57 | But of course, a large part should be measurable, otherwise it doesn't work. You have to work with numbers, no question. But for me, it should not build up compelling pressure on employees. Measurable I think it is then? Maybe the satisfaction of the people, if you notice that. If the loyalty, if the fluctuation decreases a little. If the sickness rates perhaps develop positively. If you, these are such factors, where you certainly feel, it can be part of it. Doesn't have to, but can. And if people are doing well and do not talk to those who say I'm doing well, I like being here. That's all said to me then, because enjoyment of the work is a main criterion for us on the Big Picture. We work on that together. And if the employees are doing well, then that's it, then our goal has actually been achieved. You can't really measure that, you can only see it in their faces when they grin or that they're doing well. And that goal, that you get there. | PA\PA-EA, PA\PA-MA |
| Interview_C7, Column: 3 Row: 33 | What I experienced in this phase is at the beginning, the introduction, for example, was all about the benefits. You have more time with your family, you do not commute, you're doing something good for the environment, blah, blah, blah, blah. Now people ask and also pretend to include also disadvantages. | RWE, PA\PA-ACE |
| Interview_C7, Column: 3 Row: 41 | Of course. For example, this is the risk that we saw and also where we had to, let's say, really make managers aware that they take care about a bit also the working hours and taking care about the well being of the people. This, of course, something that was or is a challenge. This brought us also to a... This was a proof that our policy was not too bad because we allow between one and two days, depends on the country. But one or two days is maximum per week. This is something that I think it's good for the company and it's good for the people. And to be honest, what we see is that more than one day is seldom. People like to go to the company. That's something that they are happy when they can stay at home all the time. | PA\PA-EA |
| Interview_C7, Column: 3 Row: 50 | You offer them two days a week, the reality is then maybe, I don't know, any other week they stay one day at home. It's more felt flexibility. But before they join, this makes them a good feeling. Yes, I can. If I want, I can. It's maybe more perceived benefit. Nevertheless, yes, we thought this is requested, required from the labour market. | KC, KC\KC-DRWC, PA\PA-ACE |
| Interview_C8, Column: 3 Row: 59 | We had something like OKRs before, but not connected to our remote work strategy or to our productivity. For us, it's many years that we have goals per year for each employee that are aligned with the line manager and are measured at the end of the year against the results. But we do not measure the productivity or the activity within our digital workplace for the employees | RWE, BRW, PA\PA-EA |
| Interview_C8, Column: 3 Row: 67 | Being more flexible, being state of the art, providing a working area that boosts productivity. By the time, the employees enjoy working with the tools available, they do it in a good way. | PA\PA-EA |

| | | |
|-----------------------------------|--|---------------|
| Interview_C8, Column: 3 Row: 71 | Yes, I think so. In fact, we already benefit from it because as we have production sites all over the world and offices all over the world as well, we already shifted the work to the regions. And that's how we benefit from talents all over the world within the different sectors already. Our company has a strong strategy, having all the competencies within the region available. | PA\PA-GTP |
| Interview_C8, Column: 3 Row: 73 | Yeah. Really an HR topic, but from my perspective, it's attractive to work in our company because of the many different cultures we have and the challenges we have in a global company. We have a high amount of very specialized tasks, and therefore, our jobs are attractive. Additionally, the flexibility we get offered on how we are doing our job. For instance, time management and all that stuff, it's attractive as well. And last but not least, I think it's really nice to live in Vorarlberg. | PA\PA-ACE |
| Interview_C8, Column: 3 Row: 75 | In fact, as we already have remote work for the ones that live here in Vorarlberg as well, most of our meetings and most of our communication is already online. Therefore, it would not make a big difference for them to get integrated. We would have to find a way how to cope with the topics we had previously. So the coffee break discussion and stuff like that to focus on such social communication channels as well and to have them online. | KC, KC\KC-ONE |
| Interview_C8, Column: 3 Row: 79 | Yeah, exactly like that. Many of our employees already save a lot of time not having to drive to the company every day. It's up to an hour per day. Having the way to the office and back, so it saves lifetime, of course. It gives the flexibility to combine some appointments you have in private life and to work or to adapt to the time schedule given there. Thinking about employees, maybe with family, it's easier for them to bring everything into the schedule. Being more flexible, maybe shutting down the PC an hour, go out with the dog or the kids, and getting back to work after that. | PA\PA-EA |
| Interview_C8, Column: 3 Row: 83 | We did not do that from IT side, but I think our HR department does so. I was sent a survey concerning our home office regulations a few months ago. Hopefully, they take a look at it and they adapted their strategy and it was even an increase in days possible for having remote work. Somehow they will measure it, yes. | PA\PA-MA |

Statement of Affirmation

I hereby declare that all parts of this thesis were exclusively prepared by me, without using resources other than those stated above. The thoughts taken directly or indirectly from external sources are appropriately annotated.

This thesis or parts of it were not previously submitted to any other academic institution and have not yet been published.

Dornbirn, 30. June 2023

A handwritten signature in blue ink, reading "Manuel Jankowitsch".

Manuel Jankowitsch