



Master in Planning and  
Management of Tourism Systems



# Workation

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Nicola Cortesi



## MOODLE SPACE

<https://elearning15.unibg.it/course/view.php?id=3730>

## WRITTEN EXAM

All 20 questions can be answered only by reading the **first part** of the pdf of the lessons. The second part of each pdf refers to social media and is considered part of the project work, so it is not included in the written exam



## INTRODUCTION

IT makes possible  
working from remote  
for many jobs



## INTRODUCTION

One of the few advantages of the pandemic was the institutionalization of remote working

## INTRODUCTION

It accelerated a process that might have taken many decades to get to this point

## INTRODUCTION

Now there are several hundreds of millions of remote workers in the world, and next decade they could also reach the first billion

## INTRODUCTION

Imagine how **society** and **tourism** are going to change under the impact of a **billion** people that can work from anywhere

## INTRODUCTION

Working from an office in a high cost city with a low quality of life is one of the last remnants of the industrial revolution



## INTRODUCTION

Humanity didn't have the chance of working and travelling everywhere since the agricultural revolution (10.000 BC)



# INTRODUCTION

Before the agriculture revolution, our species lived as nomadic hunter-gatherers for millions of years



## INTRODUCTION

Nowadays "hunting" is read "working", but apart from that, travelling and working is the true lifestyle of mankind since time immemorial

## INTRODUCTION

Remote working is another silent revolution that allows to many of us to live as our ancestors, but with all the advantages of modern technology

## INTRODUCTION

It could also become the **norm** in future that young people after the university will be accustomed to spend **5-10 years travelling** as digital nomads before settling down

# 7,2 milioni

lavoratori da remoto  
nel 2021



- 37% senza formalizzazione
- 22% con regolamento aziendale
- 17% con accordo collettivo
- 14% con accordo individuale

# 61%

per almeno 3  
giorni a settimana



# 46%

vorrebbe  
continuare a  
svolgere la  
propria attività  
da remoto

**1 su 4**  
per 3 o più gg/sett.

### MODALITÀ ORGANIZZATIVE, INVESTIMENTI

pubblico - privato



**62%** sceglie in modo autonomo  
quando **DISCONNETTERSI**



**33%** CONNESSIONE  
ANY TIME



**64%**  
si sente isolato

**60%**  
ritiene problematico  
l'aumento dei COSTI

**69%**  
ritiene che aiuti la  
gestione degli  
impegni familiari

**67%**  
si sente più libero  
nell'organizzazione  
del lavoro

## REMOTE WORKING

The most recent  
available statistics in  
Italy refer to 2021  
(source: INAPP)

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si sente più libero nell'organizzazione del lavoro

## REMOTE WORKING

In 2021, there were 7,2 millions of remote workers in Italy, out of 23 millions of the total workforce: about 1 in 3 workers

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## REMOTE WORKING

61% of them worked from remote for 3 or more days per week



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### MODALITÀ ORGANIZZATIVE, INVESTIMENTI

pubblico - privato



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sceglie in modo autonomo quando DISCONNETTERSI

50% pubblico 65% privato

# 33%

CONNESSIONE ANY TIME

27% pubblico 35% privato

# 64%

si sente isolato

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si sente più libero nell'organizzazione del lavoro

## REMOTE WORKING

In the post-pandemic (2022) the number of remote workers decreased from 7 to 5 millions mainly because of the return to school, but it's still 10 times more the pre-pandemic



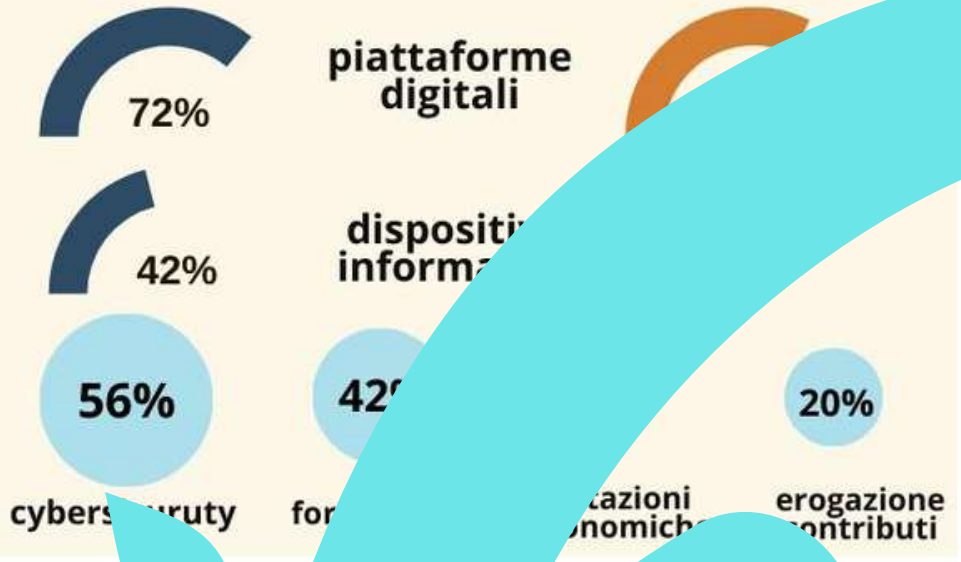
22% con regolamento aziendale  
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**1 su 4**  
 per 3 o più gg/sett

MODALITÀ ORGANIZZATIVE, INVESTIMENTI

pubblico - privato



**62%** sceglie in modo autonomo quando **DISCONNETTERSI**



**33%** CONNESSIONE ANY TIME



si sente isolato problematico aumento dei **COSTI**

**69%** ritiene che aiuti la gestione degli impegni familiari

**67%** si sente più libero nell'organizzazione del lavoro

Nuove prospettive per città e territori

**1 su 3**

si sposterebbe in un **PICCOLO CENTRO**

**4 su 10**

si trasferirebbero in un luogo isolato a contatto con la **NATURA**

**1 su 5**

accetterebbe una **diminuzione della retribuzione** pur di lavorare da remoto



Fonte: Il lavoro da remoto: le modalità attuative, gli strumenti e il punto di vista dei lavoratori, Policy Brief, INAPP, 2022

<https://www.entrepreneur.com/en-ae/leadership/why-remote-work-makes-teams-and-leaders-better/351142>

gennaio 2022

REMOTE WORKING

1 in 3 workers would go to live in a town and 4 in 10 in a place close to nature

## REMOTE WORKING

This isn't just theory,  
because there are  
already small cities like  
**Jesolo** where many  
remote workers  
permanently moved  
during the pandemic

**Jesolo, lo smart working  
raddoppia i residenti:  
«Diventerà una vera città»**

**CORRIERE DEL VENETO**

## REMOTE WORKING

Jesolo doubled its residents (from 26.000 to 50.000) in a spontaneous way, without the intervention of public entities



Jesolo, remote working doubles the number of residents: "It'll become a true city"



**Jesolo, lo smart working raddoppia i residenti: «Diventerà una vera città»**

## REMOTE WORKING

It's one of the most important examples in Italy of a mass counterexodus, from big cities to small centers and towns



Jesolo, remote working doubles the number of residents: "It'll become a true city"



**Jesolo, lo smart working raddoppia i residenti: «Diventerà una vera città»**

**CORRIERE DEL VENETO**

## REMOTE WORKING

Of course Jesolo started advantaged because it already had a good number of services, families, young people and the proximity to the sea



Jesolo, remote working doubles the number of residents: "It'll become a true city"



**Jesolo, lo smart working raddoppia i residenti: «Diventerà una vera città»**

## REMOTE WORKING

Many other small cities and towns don't have all these advantages to justify a spontaneous and permanent change of the residence of many workers



## REMOTE WORKING

In their case, the counterexodus has to be guided by the public entities: municipalities, regions, mountain communities, universities and so on



## REMOTE WORKING

It's much easier to attract temporal residents, e.g: owners of second houses or tourists that can work remotely only for a certain period



## REMOTE WORKING

Luca Mercalli, a famous  
italian meteorologist,  
says...

Luca Mercalli



## REMOTE WORKING

"Nowadays it is not necessary to make a definitive choice between the city and the hinterland, because remote working makes it possible to live in a hybrid mode".



Luca Mercalli

## WORKATION

Last century many science fiction writers imagined that in 2020s technology would have brought us spaceships and flying machines...



## WORKATION

...while what occurred was largely unexpected (e.g: internet, remote working, smartphones)





## WORKATION

The Age of Offices is ending... the Age of Workation has begun!

## WORKATION

Workation is the union of the words "Work" and "Vacation". Other similar terms are "Holiday Working" or "Work Holiday", but "Workation" is the most frequently used

## WORKATION

Depending on where remote workers go, it is also called...

South working (south Italy)  
Mountain working  
Beach working  
Sea working (from a boat)  
Hybrid working (+office)  
Digital Nomad (foreigners)



## IMPACTS

- **Increase** the overall number of **tourists**, as remote workers can travel more
- **Reduce overtourism**: bringing more tourists in **low season** (de-stagionalization) and in areas **far from the main touristic routes** (e.g: Molise, Calabria)

Main impacts of remote workers on tourism are **two**:

## CRITICAL ISSUE

Remote workers already have to pay for the rent/mortgage on their house, so they don't have much money left to rent a second flat/accommodation for long periods

## CRITICAL ISSUE

If they have some money left, they usually prefer to spend it for real holidays.

Who would like to spend 50/100€ a day to work, even if the place is beautiful?

## CRITICAL ISSUE

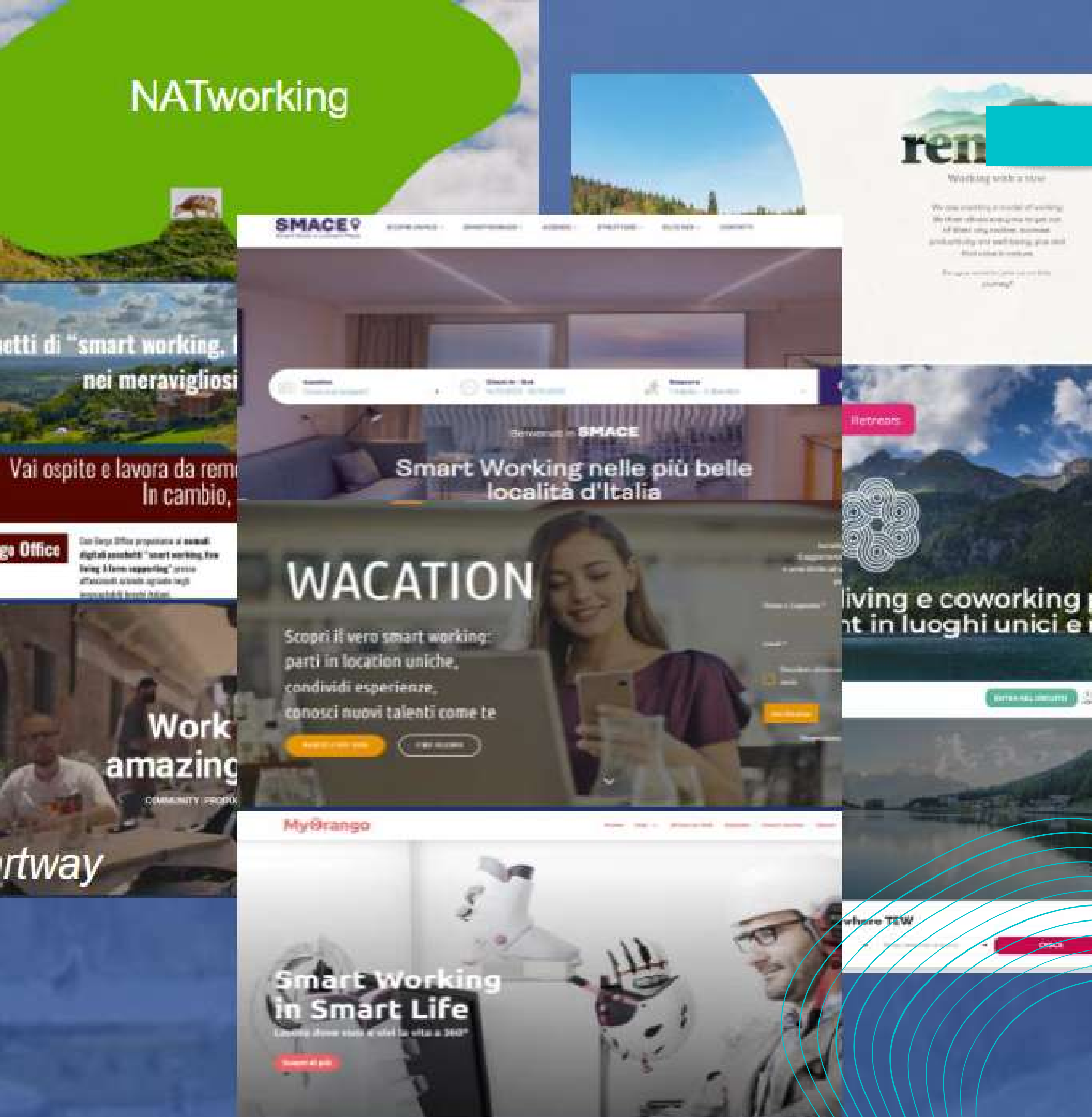
That's why it is important to identify travel formulas tailored for remote workers, which have a lower budget than normal tourists but can travel more time

## CRITICAL ISSUE

For example, last summer the island of **Madeira** promoted several destinations for remote workers, but the experiment didn't work very well because **Madeira has no low season.**

# STARTUP

Since 2020, many startups dedicated to offering tourist stays in workation were born, a dozen of which in Italy





## STARTUP

The most important ones in Italy are these

NATworking

SMACE

Borgo Office

Remoto

Smartway

Everywhere TEW

MyOrango

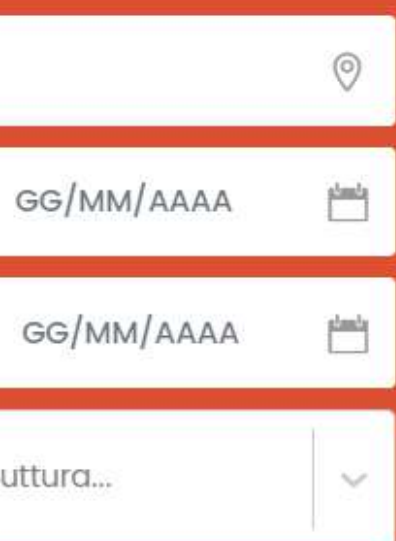
Wacation

HQVillage

## TROVA LA TUA SCRIVANIA!

## STARTUP

NATworking offers workation in rural towns of western Italy. From its booking platform you can book both the accommodation and the coworking space.



Coworking / Aula studio

### ELABORA COWORKING

Bagnolo Piemonte (CN)

- Spazio coworking
- Connessione internet ADSL
- Prese per ricarica elettrica
- Sedia con ruote
- Sedia ergonomica...





## STARTUP

### SMACE

offers an online catalogue with hundreds of **luxury** accommodations all over Italy, usually not very far from cities. They also offer **sail working**

**Benvenuti in SMACE.**

Il tuo Hub per l'Hybrid Working



VAI ALLE LOCATION

## STARTUP

They were the first startup to sell their products on the corporate welfare platforms that allow companies to **de-tax** the stays that their employees buy



[https://borgo-office.it/it\\_it/](https://borgo-office.it/it_it/)

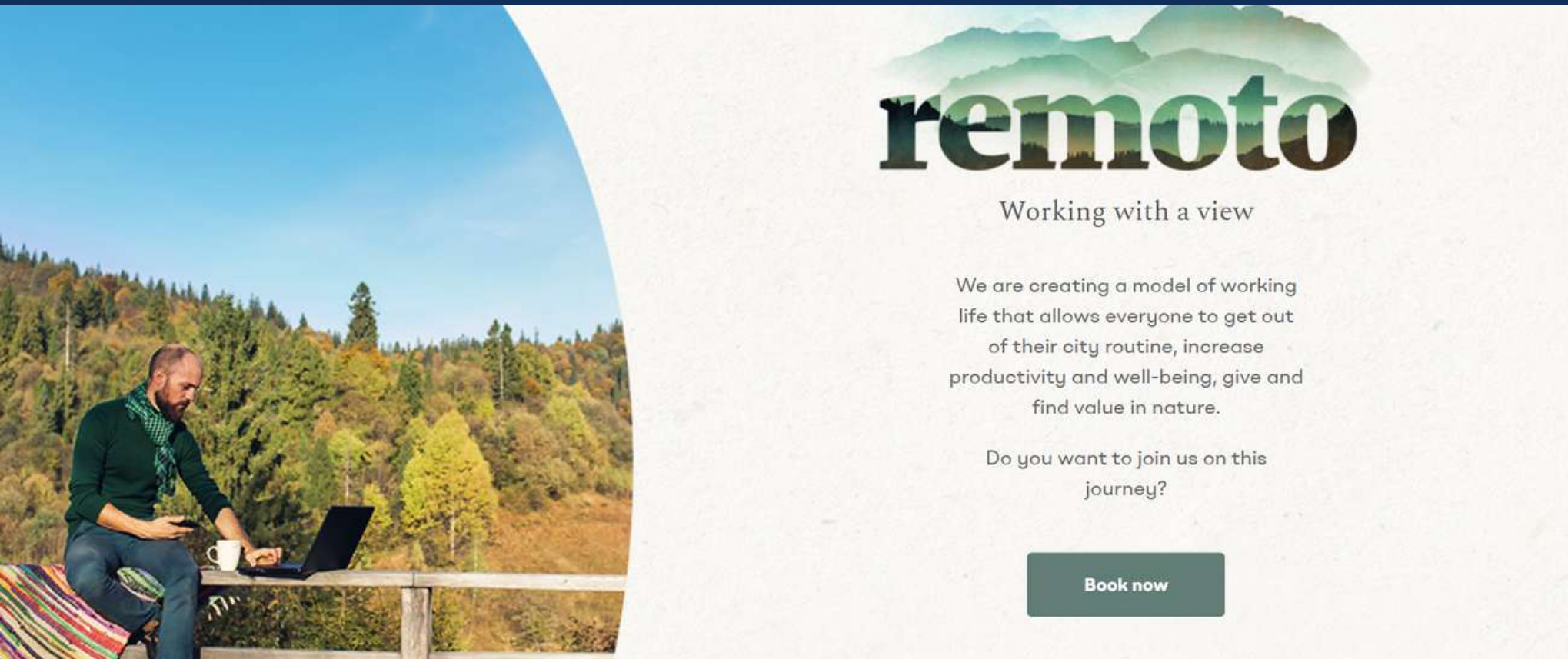
## STARTUP



The screenshot shows the website's header with the logo and navigation menu. The main banner features a scenic view of an Italian village with the text: "Pacchetti di 'smart working, fine living & farm supporting' nei meravigliosi borghi italiani". Below this is a dark red box with the text: "Vai ospite e lavora da remoto in un'azienda agricola. In cambio, sostienila!". At the bottom, there is a section titled "Cos'è Borgo Office" with a map of Italy showing various locations and a language selector set to "Italiano".

Borgo Office offers stays in farmhouses with an innovative formula: the stays are free but the guests are encouraged to buy the products of the farm before leaving

<https://www.remoto.community/> **STARTUP**



Remoto offers cheap stays in the Alps of one or two weeks for groups of remote workers and digital nomads. They also organize several activities after work.

We will settle for two weeks in a village **1400 meters high**, right in front of the majestic **Monviso**, surrounded by untouched woods and pristine nature.

To make it all even better: equipped working spaces, delicious food, and, of course, fantastic company.



#### WHERE

**Ostana**: a small village in the heart of the Po Valley that is



#### WHEN

**17th-30th October 2022**  
Minimum stay: 1 week



#### FOR WHOM

Digital nomads, freelancers, employees without a stable



#### HOW

**Single, double or triple rooms** with private bathrooms, several coworking areas, 2



<https://www.smartway.work/>

STARTUP

HOME DESTINATIONS FOR BUSINESS ABOUT NOMINATE YOUR TOWN

# REMOTE WORK FROM AMAZING PLACES

We craft **Offsites and Workation solutions** with a soul, ensuring services, wellness and community to companies working with us.

All of this, in amazing places.

SMARTWAY FOR BUSINESS

## WHY SMARTWAY?

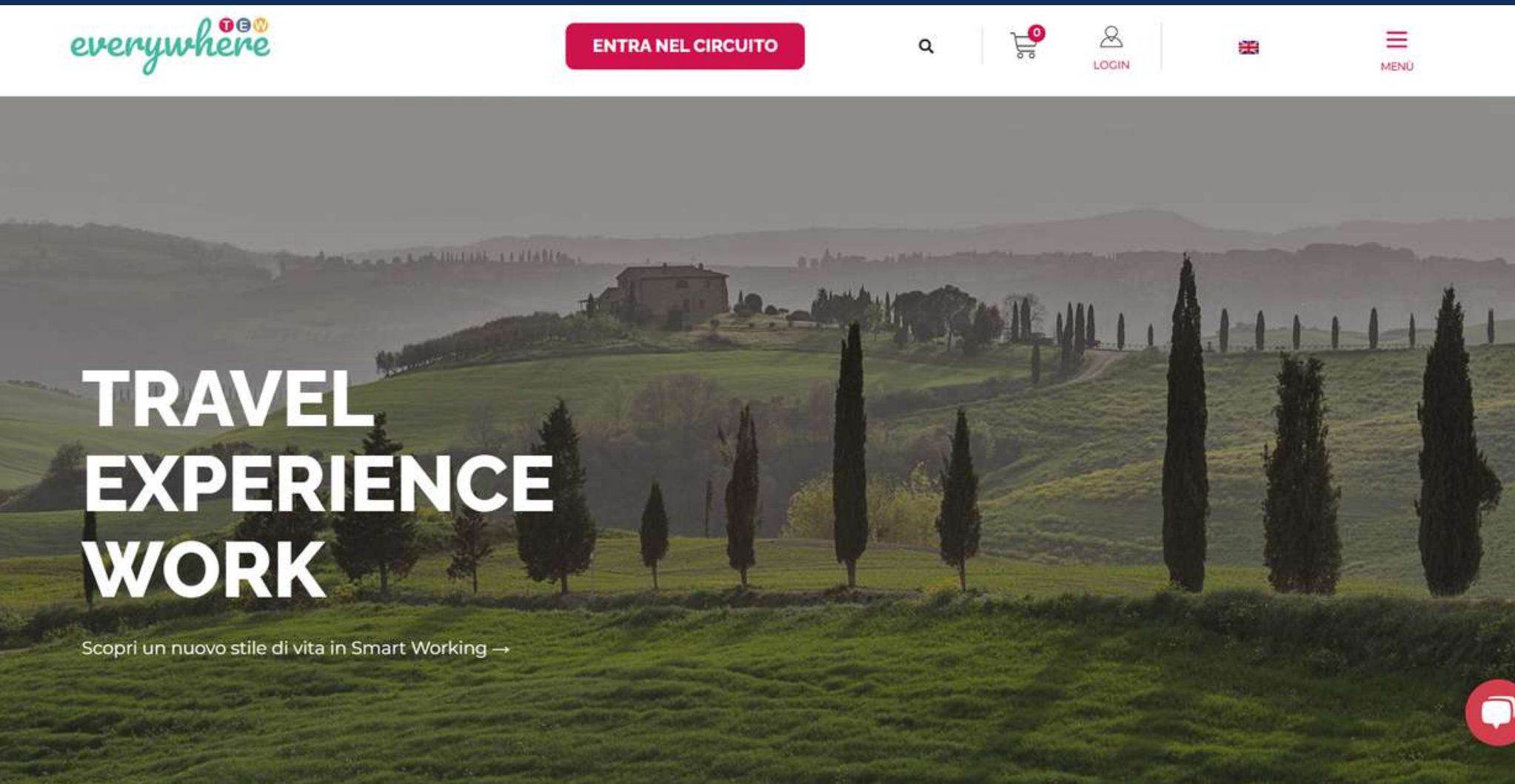
Amazing Towns Tailored for Remote Work Real Communities

Smartway focuses on workation in small towns in Tuscany and promotes the touristic figure of the "town angel" to help remote workers integrate in the local community



<https://everywheretew.it/>

## STARTUP



Everywhere TEW started offering workation in Apulia but now they are expanding to other regions. They also propose team retreats



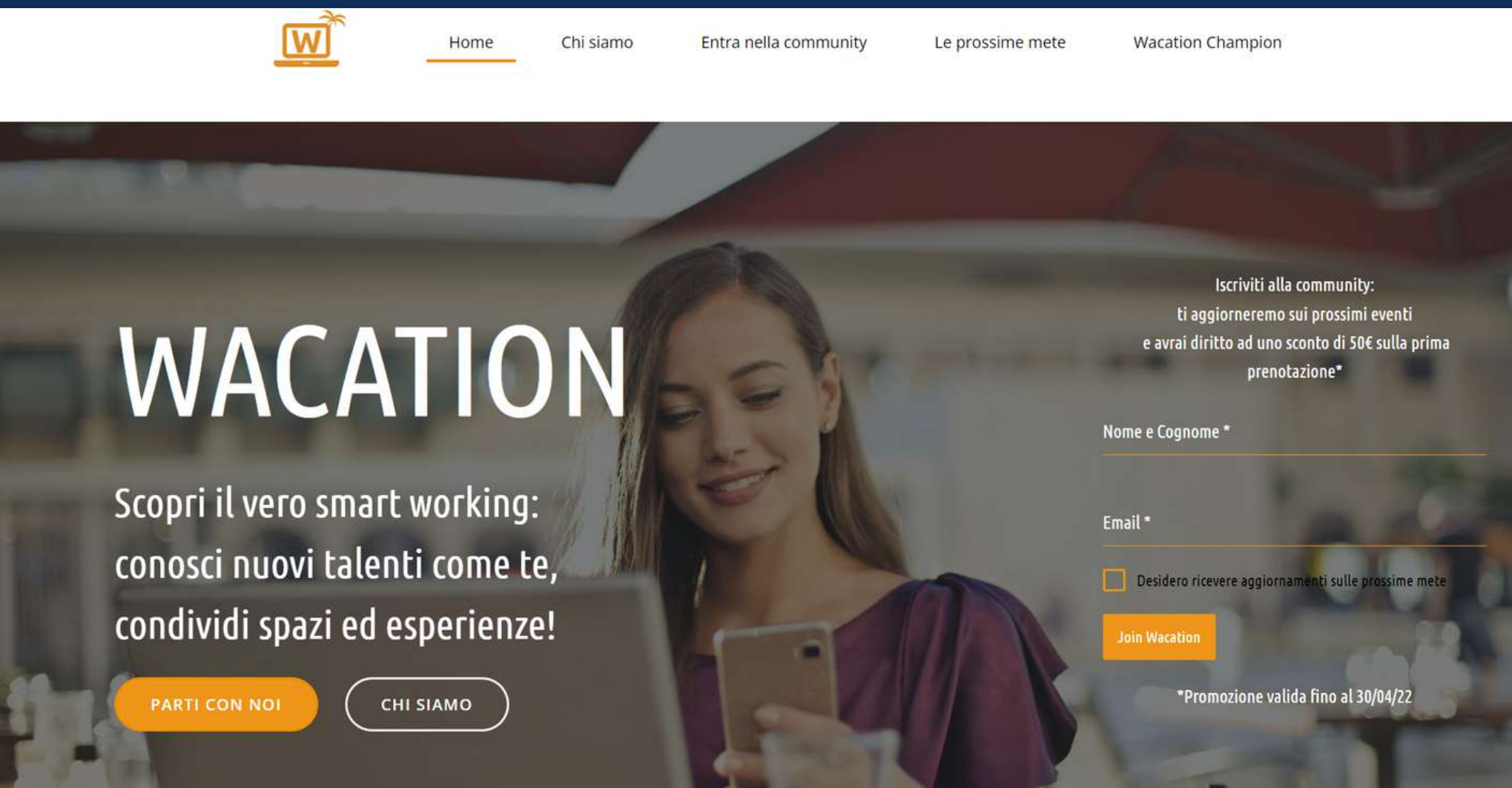
**Valle del Vomano**

Una serie di colline disposte a pettine e solcate da corsi d'acqua che scorrono verso il mare, quasi paralleli l'uno all'altro. Due componenti geografiche racchiuse in un breve spazio: ad est il mare Adriatico, a ovest il massiccio del Gran Sasso d'Italia. Colli dominati da fortezze borboniche e imponenti abbazie, valli ricche di località storiche, siti archeologici e religiosi, borghi con palazzi in travertino e stretti vicoli.

[VEDI I TEWER PLAN DEL TERRITORIO](#)

<https://wacation.it/>

STARTUP



The screenshot shows the homepage of Wacation. At the top, there is a navigation bar with the Wacation logo and links for Home, Chi siamo, Entra nella community, Le prossime mete, and Wacation Champion. The main content area features a large image of a woman looking at her phone. On the left, the word "WACATION" is written in large white letters, followed by the text "Scopri il vero smart working: conosci nuovi talenti come te, condividi spazi ed esperienze!". Below this are two buttons: "PARTI CON NOI" and "CHI SIAMO". On the right, there is a sign-up form with the text "Iscriviti alla community: ti aggiorneremo sui prossimi eventi e avrai diritto ad uno sconto di 50€ sulla prima prenotazione\*". The form includes fields for "Nome e Cognome \*" and "Email \*", a checkbox for "Desidero ricevere aggiornamenti sulle prossime mete", and a "Join Wacation" button. A note at the bottom of the form states "\*Promozione valida fino al 30/04/22".

Wacation combines team retrats with outdoor activities to create a much better work environment



### Alessandro, start-up founder:

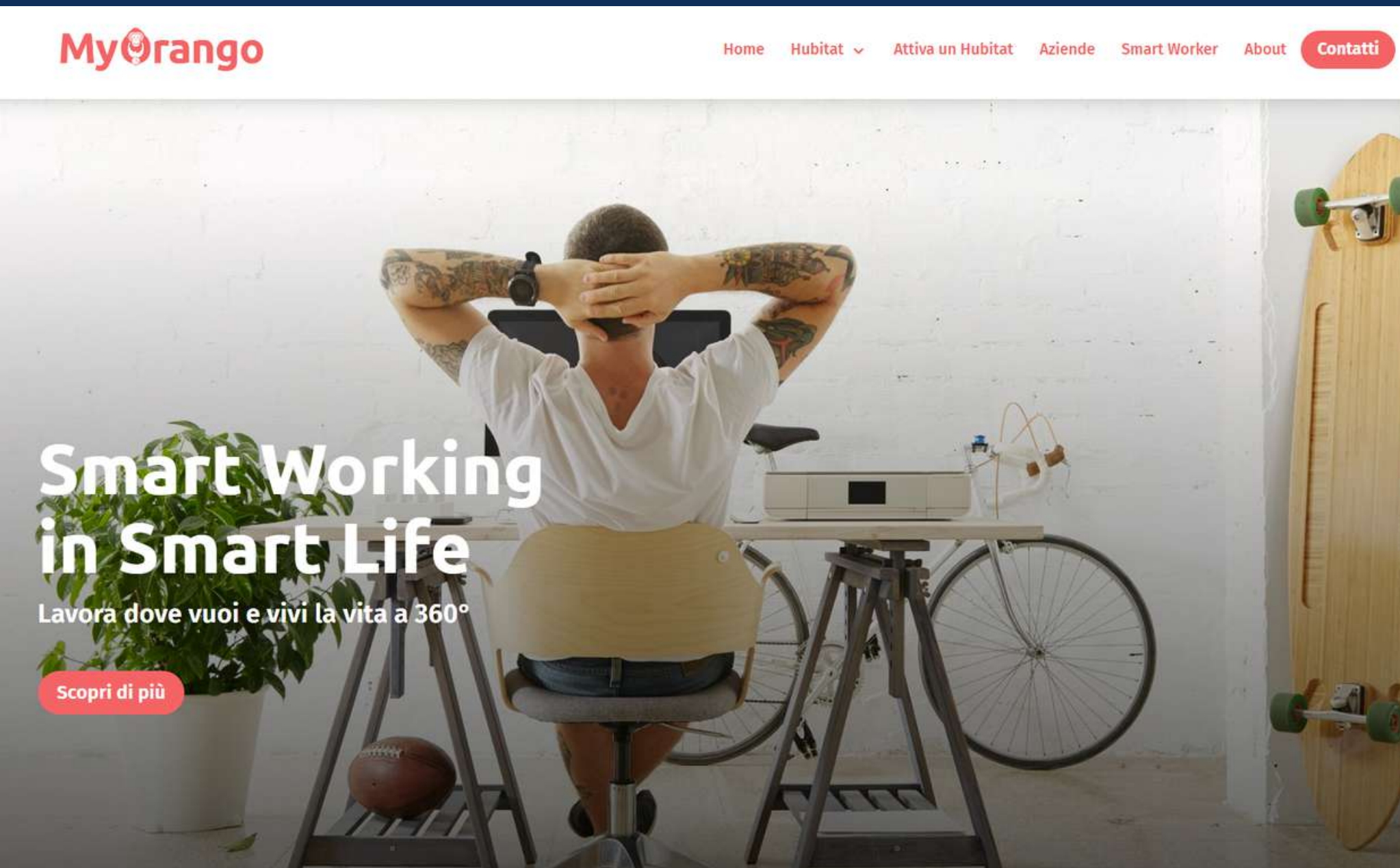
“Avendo creato una azienda che durante l’anno lavora al 100% da remoto, Wacation mi ha dato la possibilità di incontrare finalmente di persona tutto il team e creare le connessioni che on-line non sono così semplici da sviluppare.

Ho trovato molto interessante l’ibrido tra giornata lavorativa e attività all’aria aperta che secondo me aiutano a creare quella atmosfera di gruppo che tra una videocall e l’altra è difficile andare a creare. Penso che torneremo a fare una Wacation periodicamente, magari ogni tre mesi.

Crede che sarebbe interessante avere la possibilità anche di fare una Wacation

<https://myorango.com/>

## STARTUP



MyOrango offers both locations and activities for workations all over Italy. They focus on a few towns but with many accommodations for remote workers



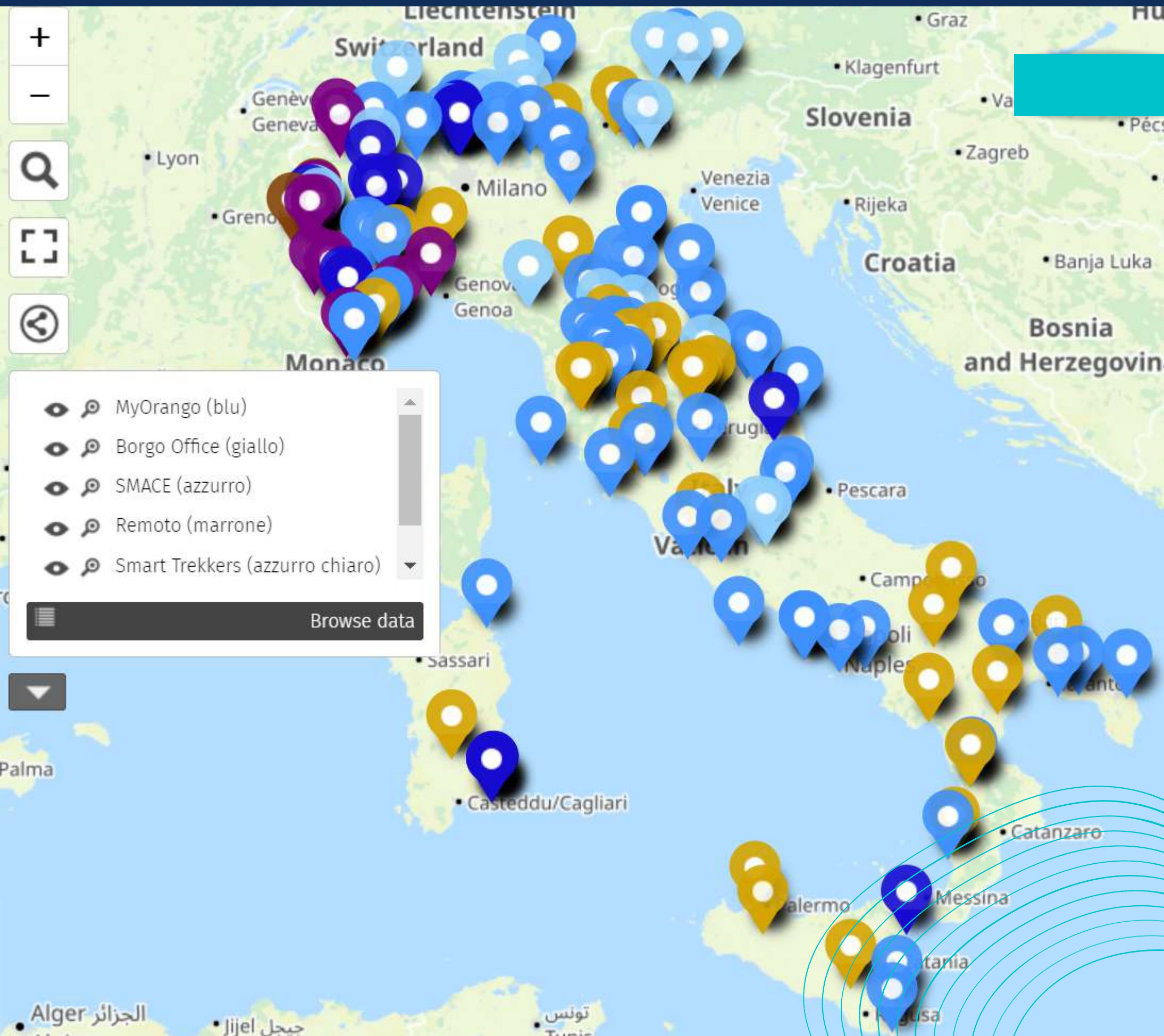


<https://www.hqvillage.com>

## STARTUP



HQVillage offers workations in central Italy and collaborates with local house owners to open their houses to remote workers



## STARTUP

Map of all Italian accommodations for remote workers available in the various booking platforms of the startups (last updated 11/2021)

## SMART WORKING

Remote working is just working from anywhere, while smart working is working from anywhere and for goals.



## SMART WORKING

This create confusion in Italy, France and Spain where remote working is called smart working instead



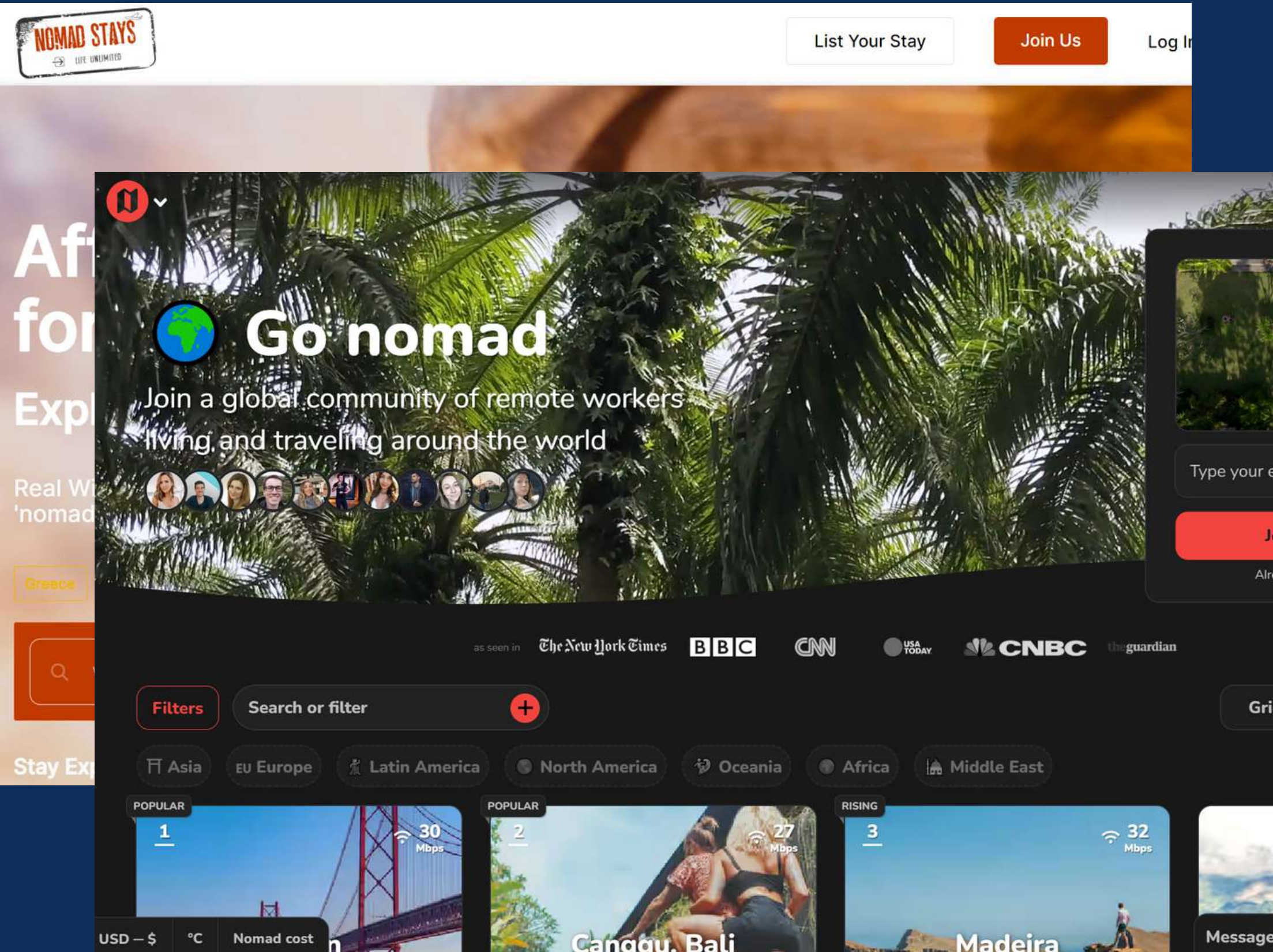
## DIGITAL NOMADS

Digital nomads are a particular type of remote workers who work while travelling the world, without a permanent home, just like nomadic humans

# DIGITAL NOMADS

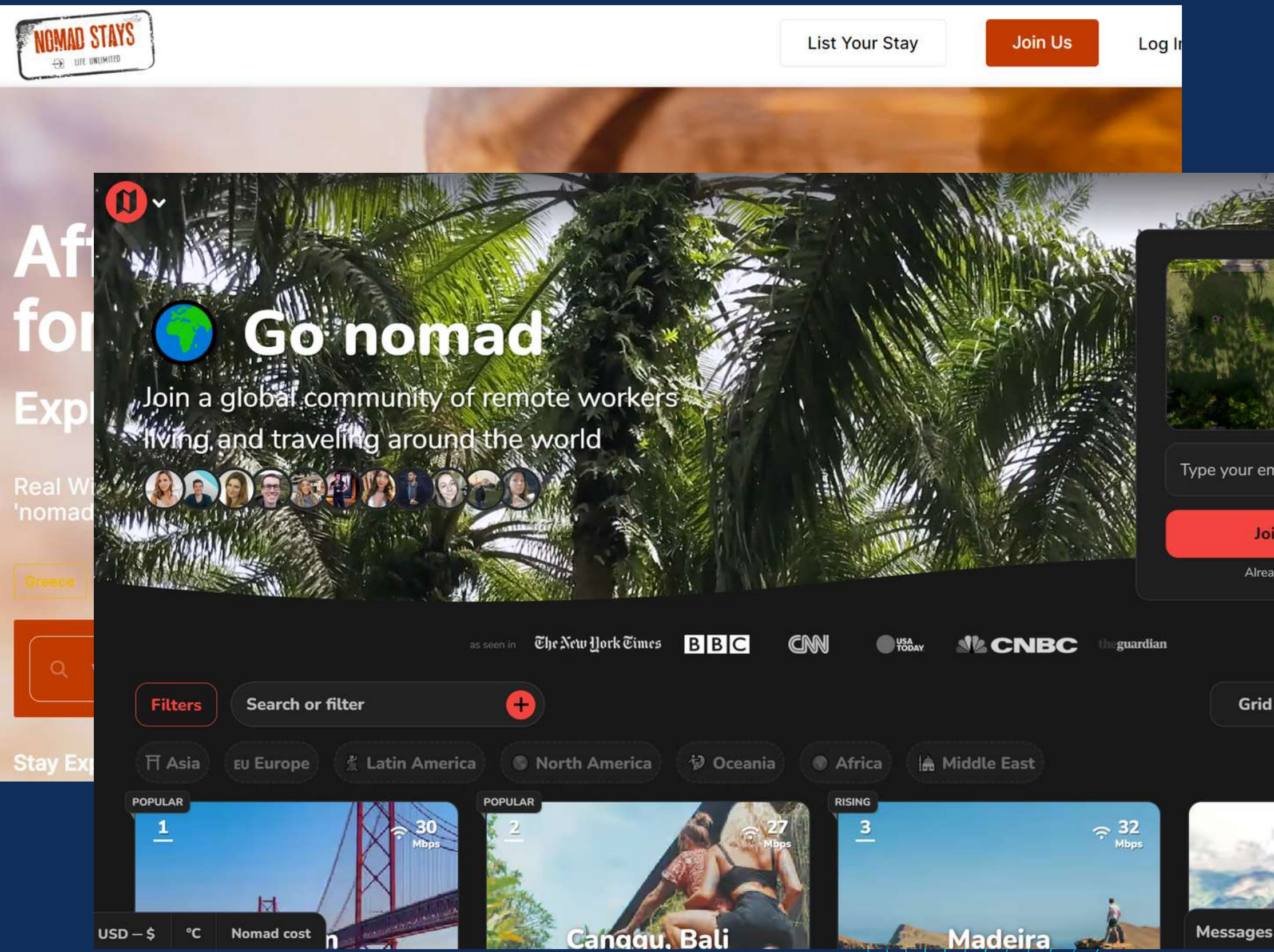
They already have their own communities and travel agencies:

- Nomad List
- Nomad Stays
- GoGoPlaces
- Hacker Paradise
- Digital Nomads Outdoor



# DIGITAL NOMADS

Several European countries are introducing "Digital Nomads Visa" in order to attract digital nomads for long stays



## DIGITAL NOMADS

Digital Nomads are only the minority of the remote workers:  
35 millions out of half a billion remote workers (18% of the total workforce of 3 billions workers)



## REMOTE WORKERS

The rest of the remote workers have a permanent home. They usually work and travel locally, inside their countries

## TRAVEL FORMULAS

For them, there are several travel formulas: the simplest one is that of the **long weekend** in a town, coming back to the city on **Monday** or **Tuesday**

# TRAVEL FORMULAS

Advantages are many

- Avoid Sunday traffic queues
- More sustainable: save fuel spent in the queue (plus time plus stress)
- Formula available to all remote workers
- You can stay almost everywhere because they don't need access to services only for a weekend
- Help owners of accommodations filling the gaps of Sunday evening
- Relatively cheap formula (only 1 or 2 night stays)
- Spending 3-4 days per week outside cities is also a big lifestyle change!

## TRAVEL FORMULAS

Another travel formula is that of the workation for nine consecutive days, from Saturday to Sunday of the following week, to exploit 4 days of holidays out of 9

## TRAVEL FORMULAS

This formulas has both advantages and disadvantages

### Advantages:

- Remote workers can reach **more distant locations** than with the previous formula
- They can **know better** the location and **integrate** with the **local community**
- They can enjoy discounts for **long stays**
- If combined with **national holidays** number of free days during the week increase

### Disadvantages:

- More **expensive** than previous formula
- Less **services** available than in cities
- More **adaptability** is needed
- Only for **full-time** remote workers

# ACCOMMODATIONS

Which are the ideal characteristics of the accommodations for workations?



## ACCOMMODATIONS

Offer ultra broadband wifi connection (>100 Mbps) to avoid saturation when many remote workers are connected

## ACCOMMODATIONS

Also offer a backup connection in case of network failure (e.g: during storms) that could also be the GSM (4G/5G) if its signal is strong for all mobile operators



# ACCOMMODATIONS

The GSM infrastructure in Italy is owned by 5 mobile operators:

- TIM
- Vodafone
- WindTre
- Iliad
- Fastweb

## ACCOMMODATIONS

1. **TIM:** Tiscali, Kena, BT, CoopVoce
2. **Vodafone:** Ho, PosteMobile, Lycamobile, DIGI Mobil, 1Mobile
3. **WindTre:** Green Mobile, Very Mobile
4. **Iliad e Fastweb:** no virtual operators

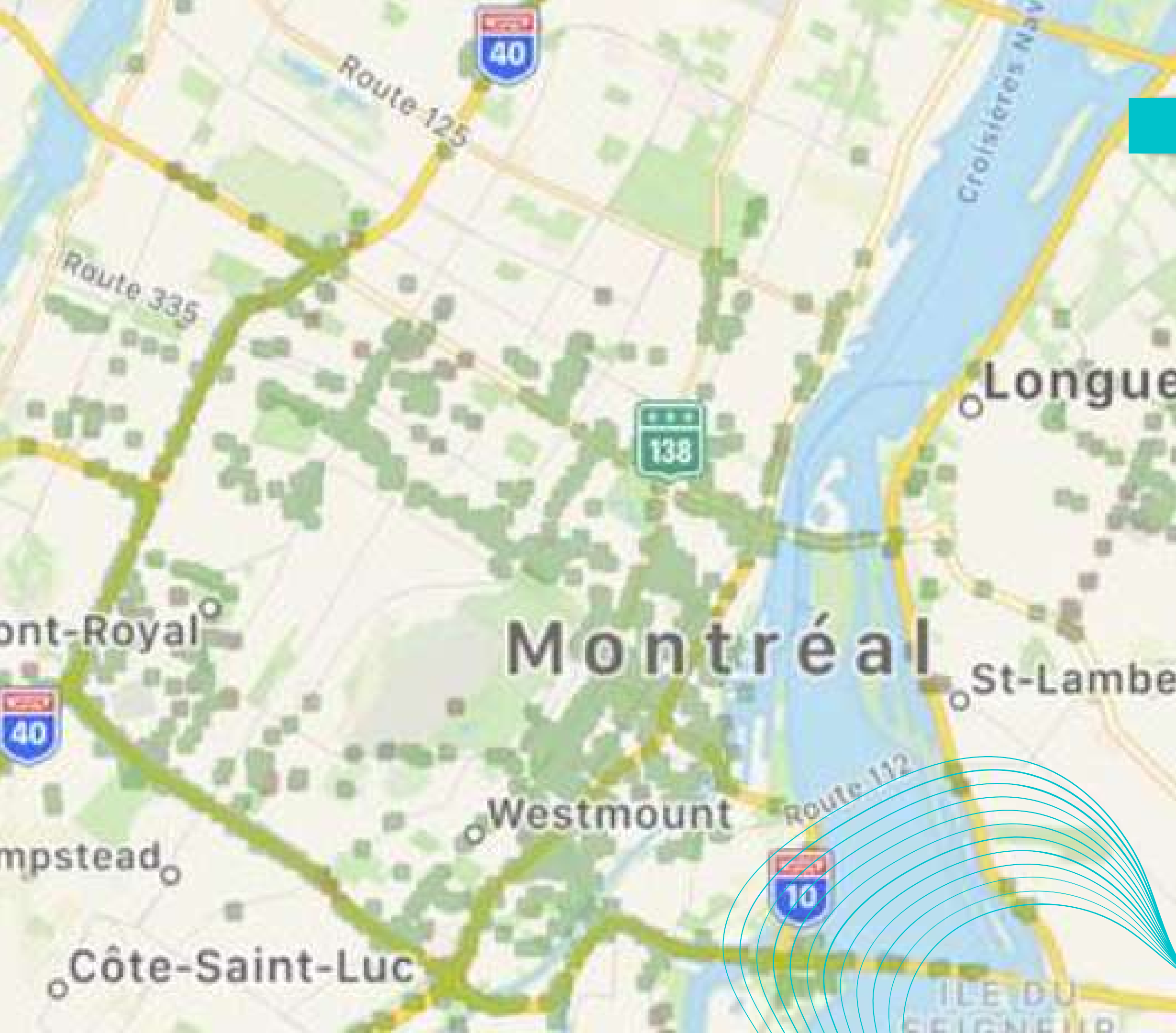
All other operators all called "virtual operators" because they rely on one of the main 5 operators

## ACCOMMODATIONS

Virtual operators are cheaper than the main 5 ones because they don't have to manage the GPS infrastructure, but their connections have lower priority

# OPENSIGNAL

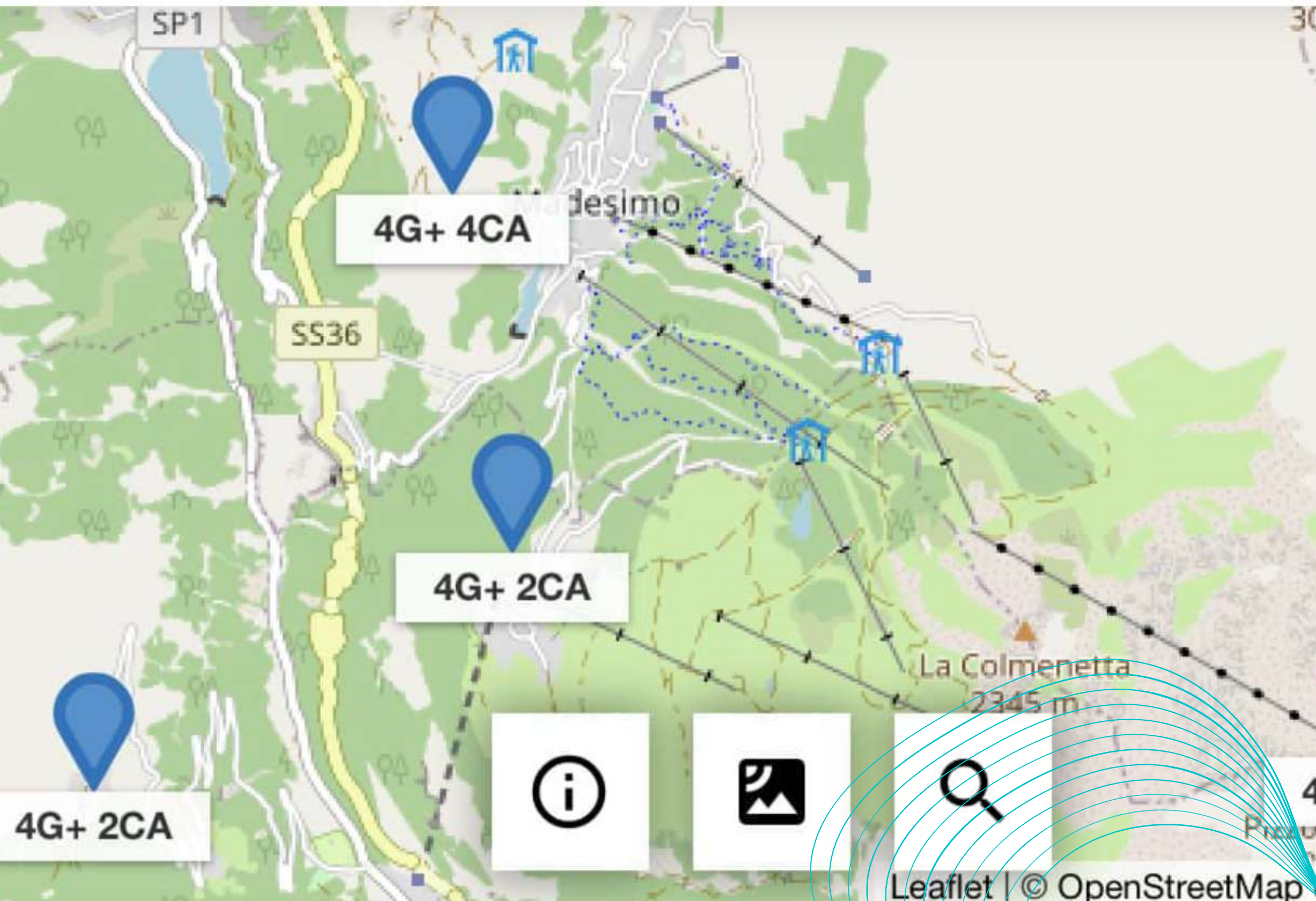
OpenSignal is an open-source app with coverage map of GSM connectivity:



## LTE ITALY

Online map of  
all the  
transmission  
towers of GSM:

<https://lteitaly.it/>



## ACCOMMODATIONS

Outdoor wifi extender in order to work outside during sunny days (up to 5 km from the accommodation)

# ACCOMMODATIONS

Beautiful surroundings / landscape to make stay remote workers more days in the accommodation

## ACCOMMODATIONS

A room separated from the entrance hall (where guests meet/eat/speak loudly) with comfortable chairs / sofa / pillows, proper heating and lights





## ACCOMMODATIONS

Sustainability: how electricity and heating are generated? How waste is disposed of? Can the location be reached using public transports?

# ACCOMMODATIONS

Remote workers  
often need a  
washing machine  
(for long stays)



## ACCOMMODATIONS

Pet friendly (many remote workers travel with their mascots)



# ACCOMMODATIONS

Vegetarian menu (if the accommodation is also a restaurant or a tavern)



# ACCOMMODATIONS

Discount for long stays (crucial to attract remote workers)



## SECOND HOUSES

The luckiest remote workers are the owners of a second house. Almost 1 in 5 italians has one, for a total of 11 millions of people



## SECOND HOUSES

For them, workation is really cheap and they can finally spend more time in their second house (e.g: months instead of weeks)



## SECOND HOUSES

To facilitate their stayings even more, municipalities tend to offer free ultra broadband wifi connection, so remote workers won't have to pay for it



## COWORKING

If a town has many remote workers it can requalify an empty public building and open a free public coworking space to offer them an alternative to work alone

## COWORKING

It can also organize training courses to learn digital professions for residents that in this way can work remoteley from their town, without emigrating anymore

## COWORKING

For example, there is a startup called **Develhope** that organize online courses of computer science that will be paid only after the students find a job

## COWORKING

The startup also help students find a job. Rate of employment is 95%



## COWORKING

Other startups help town residents with innovative ideas to open their first startup giving them all the proper tools as the technological and administrative support

## PUBLIC BUILDINGS

Municipalities can also rent to remote workers disused public buildings (such as old schools) at affordable prices and gain indirectly through the new earnings of the town's commercial activities



## ADOPTING A TOWN

Another strategy is to have the town "adopted" by some companies and startup, so they can send their employees there for some weeks **every year**



## NEXT GENERATION EU

European Union has invested 2 billions euro of the Next Generation EU recovery plan to repopulate and regenerate small towns, also thanks to remote work

# Next Generation EU

#NextGenerationEU  
#EUBudget





## IT FOR REMOTE WORK

Remote working doesn't need high-end technology: it was made possible just by the evolution of Internet, laptops, mobiles, online security and broadband

## IT FOR REMOTE WORK

Most important software for remote working is the Virtual Private Network (VPN), that allows employees to connect to the server of their company in a safe way

## IT FOR REMOTE WORK

VPN enables users to send and receive encrypted data on Internet as if their computers were directly connected to a private network instead

## IT FOR REMOTE WORK

Encryption is done by a SSH client (Secure SHell), a cryptographic network protocol to operate network services securely over an unsecured network (e.g: PuTTY, MobaXterm)

```
Tools Games Settings Macros Help
MobaXterm
MobaXterm Professional v20.6
(SSH client, X server and network tools)
SSH session to root@192.168.56.62 (@Debian)
SSH-browser : ✓
X11-forwarding : ✓ (remote display is forwa)

02-02 20:36 /root tail -f xwin.log
(Information) Launching xkbcomp
(Warning) current locale is unknown
(Information) GLX: Initialized DRISWRAST GL provider
(Information) Launching xkbcomp
(Error) [XKB] Error running command xkbcomp
(Error) [XKB] LaunchXkbComp: failed
(Information) [XKB] LaunchXkbComp: OK
(Information) [XKB] Successfully created kb file
(Warning) Unable to execute the following command:
for fig in `seq 1 9`; do echo $fig; done
```

srv36 0% 0,23 GB / 0,96 GB 0,05 Mb/s

# IT FOR REMOTE WORK

Software for video conferencing:

- Zoom
- Skype
- MS Teams
- BlueJeans
- GoTo Meetings
- Webex Meetings

## IT FOR REMOTE WORK

Software for textual communications and file exchange:

- Whatsapp
- Telegram
- Slack
- WeTransfer
- FileTransfer

# IT FOR REMOTE WORK

Online spreadsheets  
and word processors:

- Google docs
- Google sheets
- Canva (presentations)
- Overleaf (LaTeX)
- VI/Emacs (editor)
- GitLab (share code)
- MS Suite

# IT FOR REMOTE WORK

## Online calendar and email clients:

- Google calendar
- Gmail
- Thunderbird





## IT FOR REMOTE WORK

Cloud storage to keep your data safe and available from anywhere:

- Dropbox
- Google Drive
- MEGA
- OneDrive

# IT FOR REMOTE WORK

## Web Browser:

- Chrome
- Firefox
- MS Edge
- Safari (Mac OS)

# IT FOR REMOTE WORK

Software to quickly transfer data from your mobile phone to your laptop and vice-versa





## IT FOR REMOTE WORK

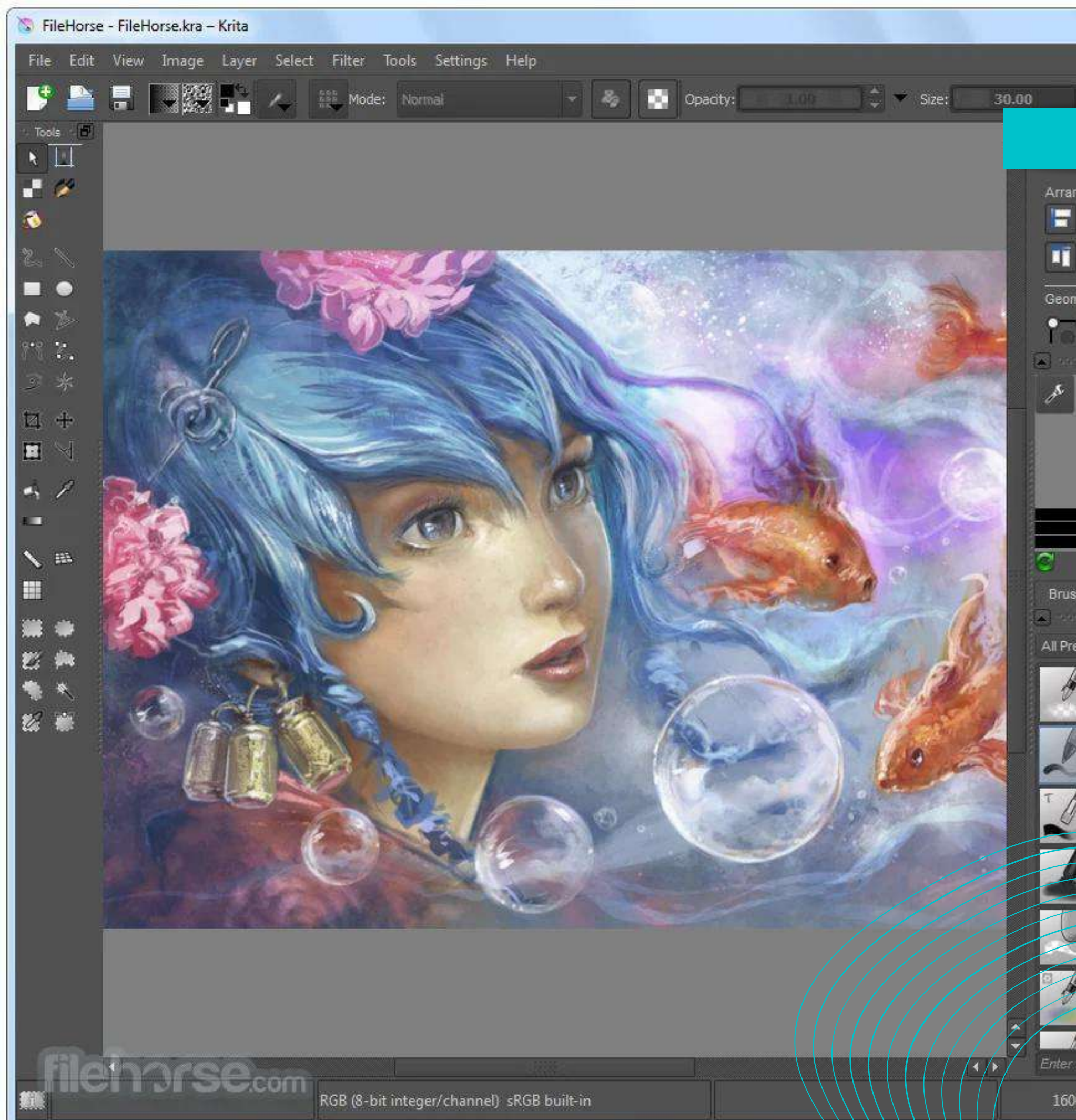
Software to read pdf  
such as Adobe  
Acrobat Reader





# IT FOR REMOTE WORK

Specific software required by the job of the remote worker



## REFERENCES

# Startup for workation and remote formation

### Workation:

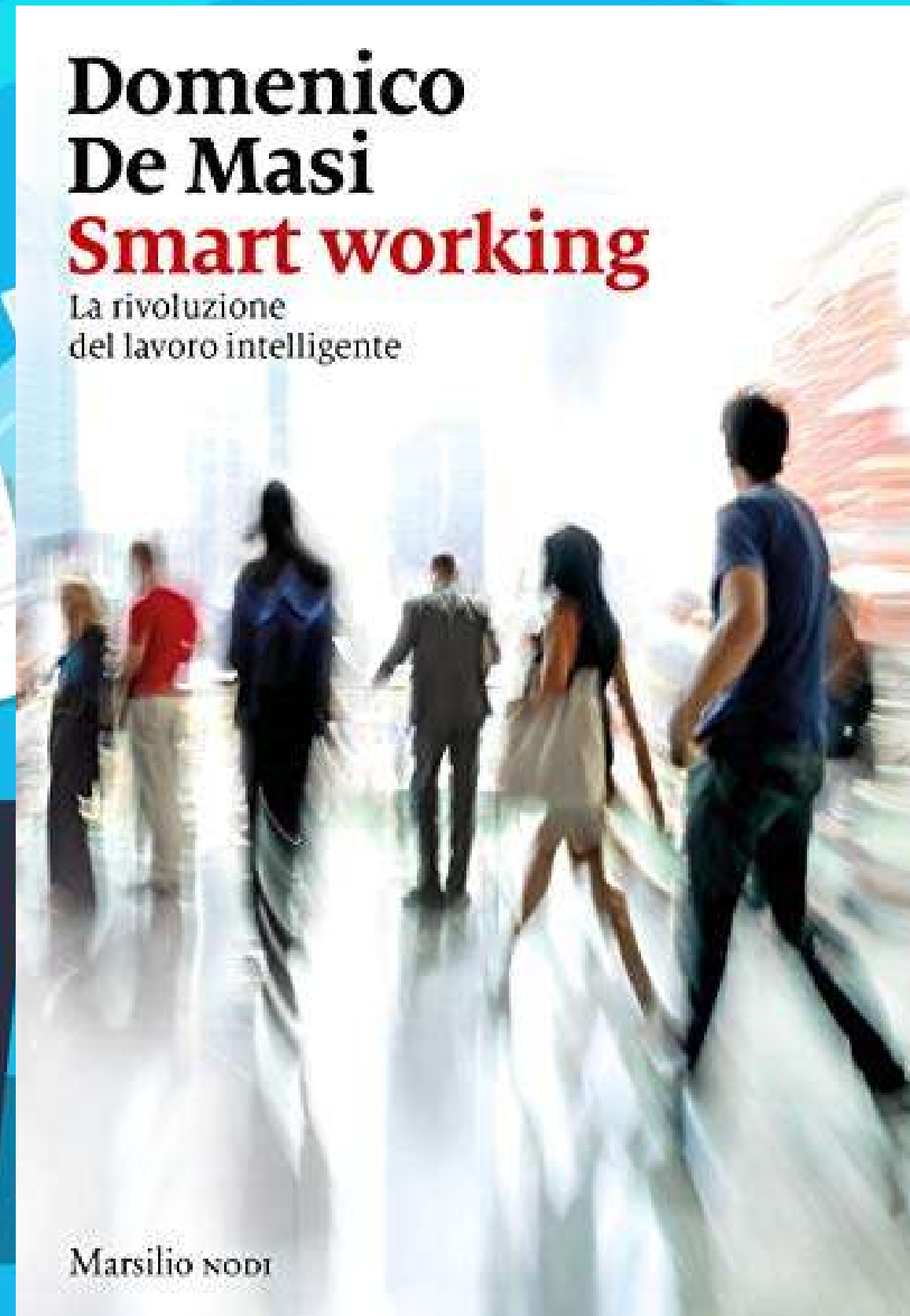
- NATworking: <https://www.natworking.eu>
- MyOrango: <https://www.myorango.com>
- SMACE: <https://www.smace.com>
- Remoto: <https://www.remotocommunity.it>
- SmartWay: <https://www.smartway.work>
- Wacation\_it: <https://www.wacation.it>
- BorgoOffice: <https://www.borgooffice.it>
- EverywhereTEW:  
<https://www.everywheretew.it>

### Training courses:

- Develhope: <https://www.develhope.co>
- Apical: [www.apical.org](http://www.apical.org)

## REFERENCES

The "bible" of remote working



## SUMMARY

Workation is a whole new world of opportunities that is going to transform society and bring more tourists during low season and in the less touristic areas