

5. Case study; Swiss pharma company in (location).

5.1 Introduction

The case study is a tool utilized to test the developed research model in the real world to test validity. A case study must be a means to an end. Cronbach (1975) describes a case study as “interpretation in context”. For a case study to have focus, it requires focus on: a person, a group, a situation, a context, a location, and a given period. This gives the researcher a potential matrix of options as seen below.

Table 1. Case study structure: options matrix (Wolfs, 2017).

Single Concept Single Incident	Multiple Concept Single Incident
Single Concept Multiple Incidents	Multiple Concept Single Incidents

Following the detailed case study options, the researcher has opted for Single Concept, Multiple Incidents; this chapter presents the case study that was run at a pharma Swiss company in the Zurich airport region.

Depending on the characteristics of the qualitative case study, it can be classified in four types: particularistic, descriptive, inductive, or heuristic.

Table 2. Characteristics of Qualitative Case Studies.

Authors				
Guba and Lincoln (1981)	Helmstadter (1970)	Hoaglin et al (1982)	Stake (1981)	Wilson (1979)
“thick” description	Can be used to remedy or improve practice	Specificity	Inductive	Particularistic

Grounded	Results are hypotheses	Description of parties and motives	Multiplicity of data	Holistic
Holistic and lifelike	Design is flexible	Description of key issues	Descriptive	Longitudinal
Conversational style format	Can be applied to troubled situations	Can suggest solutions	Specific	Qualitative
Illuminates meaning			Heuristic	
Builds on tacit knowledge				

Particularistic means that a case study focuses on a defined and specific situation, event, and program of action or phenomenon (Wilson 1979). As for the descriptive, it focuses more on the descriptions of events, rather than just a record or diary note, i.e. interviews, oral histories, newspaper cuttings, tape recordings, pictures, letters, minutes, reports and observations. Inductive means that generally case studies rely upon inductive reasoning. Generalizations, concepts, or hypotheses emerge from an examination of the data grounded in the context itself. Heuristic means that the case study illuminates the reader's understanding of the phenomenon examined. The study can bring about discovery of novel meanings or interpretations which extend the analysis or confirm what is known. The present study falls into the heuristic category, as it means that the case study helps gaining better understanding of the phenomenon at the focus of the study.

The researcher has approached the case study with a combination between the characteristics of the qualitative and quantitative methods, as indicated in Table 16.

Table 3. Characteristics of qualitative and quantitative research.

Point of Comparison	Qualitative Research	Quantitative Research
Focus of research	Quality (nature, essence)	Quantity (how much, how many)
Associated phrases	Fieldwork, ethnographic, naturalistic, grounded, subjective	Experimental, empirical, statistical
Goal of investigation	Understanding, description, discovery, hypothesis generating	Prediction, control, description, confirmation, hypothesis testing
Philosophical roots	Phenomenology, symbolic interaction	Positivism, logical empiricism
Design characteristics	Flexible, evolving, emergent	Predetermined, structured
Setting	Natural, familiar	Unfamiliar, artificial
Data collection	Researcher as primary instrument, interviews, observations	Inanimate instruments (scales, tests, surveys, questionnaires, computer programs)
Mode of analysis	Inductive (by researcher)	Deductive (by statistical methods)
Findings	Comprehensive, holistic, expansive	Precise, narrow, reductionist
Sample	Small, non-random, theoretical	Large, random,

In the present case study, the researcher has a qualitative approach however incorporates the same survey as was used for the quantitative method to give a structure to the interview. The goal was to gain understanding and to allow each of the interviewees to expand in all the questions. At the same time, it also provides statistic information on a small sample: with 15 people, at three different seniority levels so that groups can be compared.

For the interviews, 15 members of the chosen company were carefully selected and asked if they were willing to take part in the case study. An NDA (Non-Disclosure Agreement) was issued and signed by the pharma company representatives and the researcher to preserve the anonymity of the company and its employees.

The 15 individuals were identified starting from the nominal description: gender, age, role grade and type of role, as only the ones involving traveling were included. The gender classification was mainly male as four out of the 15 were female, meaning 26 percent female. The interviewees were then allocated in three group levels depending on their seniority grade. The age of the interviewees ranged in four groups from 25 to 65 years of age at the time of the study.

Ms. Silvana Micheli was trained by the researcher to perform the interviews on his behalf to avoid any bias or influencing the interviewees. Ms. Silvana Micheli is a Swiss citizen native in German, Swiss-German and very high level of the English language.

The participants were restricted to take part in the quantitative questionnaire. During the interviews, the interviewees had the same quantitative questionnaire as used in the online survey. There was additional time given for the open questions, therefore providing the missing information from the quantitative research. The questionnaire for the quantitative research includes Likert seven scale which is a type of rating scale used to measure attitudes and opinions. With this scale, respondents are asked to rate items on a level of agreement. The survey includes Likert seven scale questions and a section with open questions (Appendix B).

5.2 Structure

These employees were identified starting from the nominal description: gender, age, role grade and type of role and department, as only the ones involving traveling were included. The 15 employees were then allocated in three group levels depending on their seniority

grade: management, senior management, and executive management. In the organization, between 30 and 40 percent of all roles involve traveling.

The population will have a nominal description (gender, age, place, company, role, ...) and then will be filtered in an ordinal way by using age ranges, amount of traveling, and other relevant factors. The questionnaire for the quantitative research utilized questions with a Likert seven scale and others with a YES/NO answer (Appendix B).

5.2.1 Group one; Grades 2-3. Management

Four interviewees belong to the management grades two and three (from a seven-point scale), including two employees from the second grade and two from the third grade. In this group one of them was female and three males. The age classification was as follows: two in the 25-34 group, two in the 35-44 age group.

5.2.2 Group two; Grades 4-5. Senior Management

Seven interviewees belonged to grades four and five: three from the fourth grade and four from the fifth. In this group three were females and four males. The age classification was as follows: 25-34 one, 35-44 two and 45-54 four interviewees.

5.2.3 Group three; Grades 6-7. Executive Management

Four interviewees belong to the executive grades six and seven (from seven), being three from the sixth grade and one from the seventh grade. These grades are Executive Management. In this group they were all males. The age classification was as follows: two in the 45-54 age category and the age bracket of 55-65 years containing the final two interviewees.

5.3 Characteristics of Qualitative Case Study

The interview included the same questionnaire used in the quantitative survey however allowing the possibility of expanding on each of the questions with the idea of obtaining more information and achieving a superior in-depth understanding.

5.3.1 Questionnaire responses

In this part of chapter five, there is a question by question analysis of the response to the questionnaire. As for the first question “traveling for business increases business growth”, only one of the interviewees responded that it was not the case and strongly disagreed. This individual is male, from the group three and within the range from 55 to 65 years of age. The rest of them, 14 interviewees (93% percent), were positive about business travel being a tool that enables business growth. The media was 0.80. In this question it was generally said that it depends on the purpose of the meeting. However, in principle, it can be assumed by the respondents that “yes”, it does increase business growth, it does build trust and builds and develop further business and stakeholders’ relationships. The electronically meeting technologies (WhatsApp, Facetime, videoconferencing) are good ways of communicating. However, one loses the direct connection to people and relationships. What generally makes meetings successful is how connected one is with the other people in the meeting. One of the respondents gave the example that having a mid-year review with one of the affiliates. They concluded that a negative score was suitable, as they had been not having face to face meetings with this affiliate. Electronic is a form of connection that has developed and improved, but still considered to be less connected than if it was face to face. There is also an indication that the generation who are engaging in business travel come from an era where no WhatsApp, facetime, Skype or other existed. The new generation of “millennials” (as they are labelled), live in a different era whereas two-year-old children are already digital natives: using iPads and electronic communication with the same ease that they would turn pages of a book. This perhaps, will be a different way of communication as, in the future, this new generation will be only used to

communicate in an electronic way. The view of youngsters on business travel may continue to diversify from the current generation.

Business is also based on cultural principles and traditions. Sometimes a business meeting needs to be held after having lunch or dinner or drinking a coffee. Some cultures require a preliminary chat about non-business-related topics to get to know each other before business takes place. In the Middle East, Europe, South America, Japan or in the U.S., business practices and protocols are different when doing business face to face. Building trust and developing relationships is essential to business success, which in some cultural contexts requires a certain amount of face-to-face activities.

The second question “I enjoy traveling for business” had four of the interviewees responding that they did not enjoy traveling (27 percent). The four belong to the age range from 35 to 54 years old and belonging one male to the group one, and three males to the group two. The resulting media was 0.67. One of them indicated that it reduces interruptions and helps get on with work. However, the amount of face to face meetings can gradually being reduced without losing the momentum if it is agreed on by both parties. One of the interviewees mentioned that he could not do the job if he did not enjoy travelling for business, as it is part of the nature of the job and therefore expected.

The third question “do you take part in an airline rewards program?” received a unanimous yes and the interviewees expanded on the several airlines programs that they were members of. The most named one being “Miles and More” from the Star Alliance airlines group. This is expected as Swiss Airlines and Lufthansa belong to this group and are the main airlines operating from Zurich airport in Switzerland. Some of the respondents mentioned that they were not arranging business trips to maximize the benefits of the airline programs and air miles earning rewards; however, they were open to admitting that some “other” people were doing it. Several of the individuals said that they could not understand

what the advantage of the business lounges were, other than eating for free and have more comfortable seats while waiting for the next flight. However, most of them agreed that airmiles can be used for private holidays and that perhaps the airmiles should be given to the corporation rather than to the individual business traveler.

The answers to the fourth question “on average how often do you travel for business?” detailed that two of the interviewees were travelling less than 10 percent, nine between 10 and 20 percent, four between 20 and 40 percent, and none above 40 percent. Therefore 13 (87 percent) were between 10 and 40 percent. This is related to the nature of the role, whether it is in sales, operations, Human Resources, or in any other area of the organization which involves traveling.

The fifth question “how long are each of your business trips, on average?”, obtained the following responses: two of the interviewees said to travel mainly day trips, seven of them were traveling two days, and six of them between three and four days. None over four days. Therefore 13 (87 percent) of them were travelling between two and four days.

The sixth question was referring to video/audioconferencing being preferable to a business trip. The median on the response to this question was 0.53. Only one strongly disagreed, four were neutral and the rest (67 percent) were positive in their response that virtual meetings are preferable to a physical business trip. Therefore, the interviewees were in favor of video/audio conferencing. They answered “yes” however, “it depends” on the nature of the meeting. This was also mentioned in most of the interviews.

Videoconferencing has not been developed in all sites and ICT security is also a concern. These issues are keeping physical traveling for business alive. If the videoconferencing equipment were advanced and secure, then it would follow that the need for physical business travel would reduce. The interviews were done before COVID-19 and therefore the

responses may have been different in a post-COVID-19 scenario, as one consequence has been remote working and an increase in the utilization of ICT.

On the seventh question, all except one individual - whose role is related to ICT in the organization - and having long trips (3-4 days) and 10-20 percent traveling . The rest unanimously supported the statement that “information technology (IT) has reduced the use of air travel for business purposes”. The mean from the responses was 1.40. All the interviewees agreed or strongly agreed that the information communication technology has reduced the use of air travel for business purposes. It is again important to note that answers may well be a different in a post-COVID-19 scenario, as mentioned in the paragraph above. The individual that was against had a big family and be away often and long from the family was not preferable.

Chapter four of this thesis presented the finding that travelers who travel more frequent and shorter, are in favor of traveling rather than videoconferencing. It also presented the inverse finding, longer trips but less frequent, are in favor of videoconferencing (Table 17).

Table 4: Four groups of interviewees based on work travel frequency and average trip length.

	Shorter Trips	Longer Trips
Less Frequent	6	5
More Frequent	1	1

In the case study the researcher found that 14 interviewees (93 percent) were endorsing the statement at question seven. However, two disagreed with Question sixth and three were neutral about the response. From the five non-endorsing responses, three were traveling on longer trips; and therefore, goes in line with the other responses from chapter four, that longer trips are not preferred to videoconferencing.

The responses to question eight - “in my experience, business travel has been essential to achieving the results I have” – were 100 percent positive. All interviewees asserted that business travel is essential to achieve the results desired in business. The mean was 1.60. Building trust and developing relationships is essential to business success, which all respondents believe requires a certain amount of face-to-face activities.

“I understand the greenhouse effect, its causes, and its consequences”, was the ninth question. The mean of the responses was measured at 2.00. All interviewees understand the greenhouse effect, its causes, and its consequences.

The mean on the tenth question “I understand the greenhouse gas emissions caused by an aircraft” was 1.67. All interviewees understand the greenhouse gas emissions caused by an aircraft.

The eleventh question “I understand the consequences of the global warming” obtained a mean of 2.00. All interviewees understand the consequences of global warming.

The twelfth question had three possible answers; act, adapt or ignore. The question was “which approach do you prefer towards environment pollution?”. From the 15 interviewees, 11 (73 percent) answered “act” and the remaining four were inclined to “adapt” instead. None of them chose to ignore. Therefore, 73 percent were in favor of acting towards supporting the environment and reduce the pollution.

The thirteenth question was “I support (the idea) of the development of technology towards new “green” aircrafts such electric, hybrid, supersonic or “biofuel”. The analysis of this question saw all but two of the interviewees were positive. The two non-positive responses were neutral, rather than voicing negative opinions on the topic. The mean was 1.87.

The fourteenth question was related to micro-mobility: “greener way of transportation; I support micro-mobility which is defined as the ability of personal movement

within short distances through minimalistic means”. The mean was 2.33 with 100 percent agreement.

The fifteen question was related to commuting to work: “I avoid using the car or motorbike for daily commute to work.” The interviewees were 100 percent inclined to use public transportation where possible. One of the interviewees indicated that company car policy should include electrical cars programs to promote greener transportation within the organization. However, this is not yet in the policy of the company but would suggest that there is some corporate pro-environment mind-set. If the corporation support green company cars and promote it as part of the values of the organization, then it has the chance of becoming a real policy.

The sixteenth question was related to green taxes and willingness to pay: “I am willing to pay more, as an individual, when purchasing pollution products and services, through “green taxes”. The mean was 1.60 as 13 out of the 15 interviewees (87 percent) were positive about this measure and were willing to pay “green taxes”. Here the discussion was more related to the purpose of the trip. When thinking about a business trip the interviewees were supportive of the statement. However, they expected the corporation to take on the “green taxes” payments for them. With regards to personal traveling, all respondents were inclined to pay to aid the environment through “green taxes”.

The seventeenth question was also related to green taxes. However, at corporation level rather than individual level: “I am willing to pay more, as a corporation, when purchasing pollution products and services, through “green taxes””. The resulting mean on this question was 2.67, with all 15 interviewees (100 percent) endorsing it and, having strong willingness to pay “green taxes” as a corporation when traveling for business.

The eighteenth question was also related to the willingness to pay green taxes . However, the sentiment was regarding sending the taxes collected to NGOs: “I am willing to

pay (as an individual) a fee to an NGOs such “myClimate”, when purchasing pollution products and services - business related - through an off-setting carbon footprint compensation”. The mean on this question was 0.07 as six respondents were positive and six were negative. Three said that they were neutral in response to the idea. In this question it was said by several interviewees that to pay as an individual when traveling for business, would not be accepted as much as if it was the corporation compensating for the carbon footprint instead. Therefore, the individuals are not willing to compensate for business travel from their own pockets. The biggest challenge lies with the skepticism that the funds are going to positively aid the goal that the NGO is promising. The concept is accepted and appreciated. However, it has to be transparent, clear and somewhat guaranteed that the funds are not going to get absorbed by the bureaucracy of the NGO, but to aid the project that is meant to be reached, and put in practice towards sustainability and support to the environment.

The nineteenth question was targeting CSR and its environmental approach towards business travel: “if corporations pursued pro-environment corporate social responsibility policies, would business travel increase or decrease?”. The mean obtained from this question was 0.93 as 14 respondents indicated a decrease in travel in consequence to pro-environment corporate social responsibility policies. Only one of them responded that would expect an increase in business travel. The rest said it would be decreased. One of the interviewees referred to the timeline and indicated that if it were implemented, travel for business would be reduced in the short term only, as the corporation needs to keep investing in the program. To succeed, it needs to be implemented and embedded as part of the culture of the corporation. One of the respondents said that if a company is environmentally friendly with the usage of paper, water waste, recycling, etc., then it must also consider the impact of business travel on global warming. Physically travelling for business purposes needs to be seen not as purely a sunk cost in travel expenditure. It must be measured in terms of

environmental impact and part of the values of the corporation. Otherwise, the policy will tend to be unsustainable in the long run. These kinds of policies work when supported and believed in from the CEO down to every employee within the organization.

The twentieth question was: “does your company have corporate social responsibility policies related to business travel? If yes, is it related to environment and sustainability? If not, if there is any plan to implement this soon?”. Out of the 15 interviewees only four said that they did already have an existing CSR Policy. Two of the interviewees said the policy was related to travel for business, one said the environment, and the other one to none of them. These four individuals belong to the grades three and therefore were in the higher grades of the business. This presents the conclusion that internal communication is something which needs to be address within the company. One of the respondents indicated that the company at the focus of the case study is already on SCOPE 2 moving up to SCOPE 3 (SCOPE 2 are indirect emissions from the generation of purchased energy (GHGPCS Value Chain emission) and SCOPE 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions).

The remaining interviewees were either responding “no” (four of them) or “do not know” and the remaining two referred to the travel policy that claim to exist . One of them added that there is environmental committee in their organization; but that it was not linked to business travel. Therefore, it could be assumed that related internal information is not distributed in a clear and homogeneous manner within the business for all employees. Therefore, it would seem evident that internal communications are of improvement for the business to focus on.

Travel policies are in place to control the expenditures, hotel grade selection, car hire price range, weekend allowances, flight price range (related to business class, economy or

premium economy) depending on the length of the flight, etc., but not related to any environmental concerns and not as CSR or corporate social responsibility.

The twenty-first question: “what are your thoughts about implications and consequences of micro-mobility?” had a positive response in the sense that public transportation was voiced as an essential for the future. However, it was also said that micro-mobility is not always practical to pursue.

The twenty-second question was: “what is your understanding of 20/40/50 percent of international travel expected in a job description or employment contract? Do you understand it to be measured as weekly, monthly, or yearly percentage? What happens if you do not travel as much as indicated in the contract or exceed it?”. This question illustrated that it is unclear what the expectation is regarding the expected amount of business travel. Additionally, that there should be no consequence if the required travel time is not reached. It appears that business travel depends on the role and some interviewees claimed that it is not clear how to measure it. Also, it is seen as not mandatory by some; that so long as the output of the employee does not suffer and therefore does a “good” job and obtains results, as said one of the interviewees, it would not be essential. It was unclear for none of the interviewees if it is to be measured yearly, as a total amount of days, or weeks, or how to be measured .

The twenty-third question, “what disadvantages do you see in travel for business (for the corporation)?” had multiple answers. All interviewees responded with “costs” as the main disadvantage to the corporation. The second most said was “time management inefficiency” or “time loss”. The third was related to “health risk” and “tiredness” of the employee. Lack of effectiveness due to cost of opportunity was also indicated as a negative consequence to the corporation.

The twenty-fourth question was related to the disadvantages: “what disadvantages do you see in travel for business (for the individual)?”. To this question, all the answers were related to work-life balance, less availability for colleagues (cost of opportunity), less free time with the families, health issues, safety, unpaid extra hours, and tiredness.

The twenty-fifth question was related to the benefits to the corporation: “what benefits do you see in travel for business (for the corporation)?”. To this question, the responses covered several topics: understanding the local market, interaction with affiliates, motivation, better results, build relationships, business growth, generate more business, and trust building. It allows people to build up relationships, making decisions quicker (avoiding ‘ping-pong communication’ and making quicker decisions). Communication involves a lot of nonverbal cues (body language) and therefore face to face meeting have the advantage of capitalizing on that.

The twenty-sixth question was related to the advantages to the individual: “what benefits do you see in travel for business? (for the individual)?”. To this question it was a few topics: motivation, airmiles, new people, new countries, global mindset, enlarge network, new cultures and open mind, build trust and relationships, improve connection with stakeholders, awareness as how other people work, freedom, diversity, fun, learning new cultures.

The twenty-seventh question was a complex question: “how can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?”. The interviewees had several inputs: CSR policies embedding environment and business travel, sustainability into the corporate values, executives to be role models to make the message stronger, company mindset, practice and recognition to become part of the company culture, measuring targets (KPIs) and allocation of a KPI manager, CO₂ emissions monitoring, increasing ICTs tools and training for its usage, pay CO₂ emissions,

use electrical cars as a company cars policy, smart-traveling, law and regulations, clearer strategy, company guidance and reduction of business travel. The overriding sentiment was that these factors must be embedded into the business culture. It has to be the way business is conducted and part of the corporate culture.

The last question invited open responses, to add any other thoughts on business travel that the interviewee would like to share with the interviewer. For this question it was said that there is too much traveling occurring with no clear added value, not smart scheduling, or efficient consolidation. Some individuals claim that airmiles should be allocated to the company and not to the individual. However, this would increase the administration work to manage it. It was highlighted by several individuals that there is a need to invest further in ICT tools to reduce traveling. Congresses could be more online. Another point raised was that airlines need to reduce the usage of plastic. Corporate culture aspects, mindset of the organization is key to be effective with the traveling. Many people travel because they like it as part of their lifestyle, for which the organization needs to be strong and manage it. One of the interviewees said that “travel” should be changed to “how do we do business”.

It was said that better sharing of the information on how, where, who, and what for, business travel is occurring, would mean that the travel can be consolidated as smart travel and reduce the amount of unnecessary travelling. A problem with this is that people might not be willing to share all the intentions of business travelling. An additional aspect to consider is that training to use the ICT tools is required to make people use them. If the videoconferencing equipment was advanced and secure, then this would reduce travel for business. However, it is unknown what the threshold for ease of use, effectiveness and information security would need to be. Furthermore, this may be an issue that is overcome as more digital natives progress into business, and those who did not grow up with technology embedded in their lifestyles proceed to retirement.

In this question it was also voiced that traveling for business is exhausting and that it is not beneficial for everyone. This can depend on the age and family circumstances of the businessperson, and that may allow more or less being away from their family. Younger people have generally less family responsibilities and are more excited about traveling and having new experiences as global citizens. So, there is an element to be added on age and civil status, and family circumstances should be considered in an analysis of people's preferences, or otherwise, for business travel.

Time efficiency and time management were factors also highlighted as being of consequences for business traveling as all respondents mentioned that traveling is time consuming, even for those that mentioned that traveling for business would give them a break from constant interruption which can happen while being in the office. Travel for business put pressure on personal time as the employee needs to be away for even the hours that they would not be working. Sometimes, like in the Middle East, the week becomes a six-days working week as they work on Sunday, for instance . Travel for business may or may not require travel at the weekends, and possibly early starts and late returns.

One of the interviewees said that to run the business virtually and not from the office would be a disadvantage to the organization. Therefore, that to be always traveling for business would also be a disadvantage to the organization and subsequently an ideal balance would be needed to achieve success. In one of the interviews it was said that to develop a team located in different sites, the sense of belonging to a team and being together developing relationships and trust, is key to success. Therefore, research should ideally be conducted as to what extent virtual communications could indeed replace face-to-face meetings, and also maintain success for the organization.

5.4 Summary and Conclusion

Traveling for business is expected in many jobs and is understood to be needed to have business growth, to build relationships and trust, and to have a human face representing the organization. During the interviews, it was generally said that it depends on the purpose of the meeting. Many respondents believed that it increases business growth, builds trust and develops further business and stakeholders' relationships. The electronic programs such as WhatsApp, Facetime, videoconferencing, are good ways of communicating. However, people can believe that they are losing the physical connection to people and relationships, and that what makes them successful. Electronic communication is a form of connection that has been developed and improved in recent years but is still perceived as less "connected" than if it was face-to-face.

There is also an indication that the generation traveling for business currently come from an era where no WhatsApp, facetime, Skype or other as such, existed. The new generation of "millennials" could view business relations in a very different light. This will enable a different way of communication as in the future, this new generation, will be used to only communicating electronically, and therefore might view international business travel for meetings in the same light that the current generation would view carrier pigeons as a means of sending information.

The researcher concluded that business travel can be reduced by being smarter and having corporate culture and corporate social responsibilities policies. Smart traveling, carbon footprint measurements, a dedicated specific person within the organization responsible for the measurements, corporate culture, mindset, values, corporate social responsibility policies embedding business travel and environment are required to enable its reduction. Traveling for business is hard on the body mentally and physically, as well as time consuming. Therefore, it is sensible to conclude that videoconferencing should be used more.

COVID-19 has provided a push to the videoconferencing systems and security and will certainly help to reduce business travel, as it will break people's dependence on it, as well as their possible reluctance to commit to virtual meetings.

As several scientific researchers have demonstrated over the years, communication is key and essential to human survival. 'No man is an island' is a quotation from the English metaphysical poet John Donne (1572-1631) and encapsulates that the human being with no communication, dies. For instance, a human suffering from no hearing nor speaking capabilities (deaf-mute), can survive as body language is the greatest part of the communication (see chapter 2). Consequently, if the body language and nonverbal cues are so important, face-to-face meetings are essential to achieve business growth (hypotheses 1). The sense of interpersonal care in the sense of "being looked after" is another element of success; as this is an component of relationship building and trust and belonging to a team, that in the end it works towards a successful organization and happy employees. These two elements "care" and "body communication" are less easy to be shared or transmitted electronically, with the technology at the current level.