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The feasibility of managing telework for expansion

Brick, Darren

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The feasibility of managing telework for expansion

Darren Brick

317191

A consultancy report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

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DECLARATION

I, Darren Brick, declare that this consultancy report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Darren Brick

Signed at ……Johannesburg……

On the ……26……. day of ……March…… 2019

DEDICATION

I would like to dedicate this study to my family and girlfriend who have supported me throughout the past year, without your love and support this would have never been possible.

To Lani and Gran, this one is especially for the both of you. I know you are both looking down with pride.

Gran, your love and dedication to the family are traits that have been imbedded into me, making such a journey possible.

Lani, you never stopped believing in me from the moment my first naysayers showed face. Let this be a sign to all those who doubt – back yourself and anything is possible!

Both of you will live on forever in everyone you helped shape.

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Supplementary files:

1. Data collection instrument (Appendix 1)
2. Company organogram (Appendix 2)
3. Names, skills and roles of SearchKings employees (Appendix 3)
4. Zoom invoice (Appendix 4)
5. Simple Pay invoice (Appendix 5)
6. Axxess mobile internet invoice (Appendix 6)
7. Business coaching invoice (Appendix 7)
8. Laptop invoice (Appendix 8)
9. G-Suit pricing (Appendix 9)
10. Microsoft Office 365 pricing (Appendix 10)
11. Rental pricing from Cube Workspace (Appendix 11)

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Executive Summary

The purpose of this consultancy report is to analyse the feasibility of expanding SearchKings Africa's footprint in Cape Town by having a more physical presence in the region through the use of telework. Telework can be a powerful offering which can be cost effective and offer a wide range of benefits if managed and implemented correctly. If not, it can be costly and cause reputational damage to a business.

This report has reviewed previous literature to understand if telework should be offered to all employees, what impact technology has on managing a teleworker, the issues and benefits of teleworking, what makes a teleworker successful, and what the managerial implications of teleworking are. A further review of other consultancy reports in the areas of telework and digital workplaces was conducted to provide additional insights into the landscapes and learnings of others who have analysed the dynamics of telework. These reviews were assessed to identify the most appropriate strategic models to use in the current organisational environment of SearchKings.

A cross-sectional quantitative analysis was used to derive descriptive and inferential statistics through the use of an online survey. The survey was sent out to managers of teleworkers and provided data-driven insights into the current South African telework landscape. These findings proved as well as disproved findings from previous literature and consultancy reports and provided localised insights into the current telework environment. The findings provided insights into who the most suitable people would be to telework, managers' perceptions of the current benefits and challenges of telework, and the managerial and organisational implications of telework.

Alternatives to teleworking as an expansion strategy are provided, but based on the findings, a telework programme would be the most appropriate strategy for expansion given the cost implications and current capabilities of SearchKings Africa. A framework for implementation was provided by Deloitte Access Economics (2011) and adapted to SearchKings Africa to create the most appropriate implementation programme.

Keywords

Telework, remote work, distance work, satellite office, remote office, digital workplace.

Section 1: Introduction to the Study

1.1 Introduction

The Fourth Industrial Revolution (FIR) or The Industrial Revolution 4.0 has emerged as technology and the digital environment have become increasingly intertwined in people's everyday lives. As the global economy moves towards FIR, new opportunities present themselves. Many of these have not only brought about new business ventures but have helped leaders rethink some of the structures, governance procedures and processes that were previously embedded into business and society. These redesigns have helped create more efficient and effective working environments for many businesses (Davis, 2016).

As new technologies continue to change global and business infrastructure, these efficiencies have become more commercialised. The internet, together with new advancements in hardware and software, have broadened communication channels between customers and businesses, businesses and employees, and businesses and providers, which has allowed for cheaper and more mobile work setups (Bentley et al., 2016).

As businesses in the FIR adapt to the new age of information and technology, they look to benefit from further advancements in technology. Over the last decade there has been a drive to introduce geographically dispersed workforces, where businesses do not require employees to work from a head office but rather provide facilities so that employees can work remotely (Gajendran & Harrison, 2007). Due to the benefits being enjoyed by first movers, as well as the changing needs of the modern labour force, much has been published on this topic, which is more commonly referred to as telework.

Telework is a broad term which refers to "telecommuting", "remote work" or "distance work". There are many situations in which telework can be used, but for commercial purposes the following definition is useful: "…work carried out in a location where, remote from central offices or production facilities, the worker has no personal contact

with co-workers there, but is able to communicate with them using new technology" (Di Martino & Wirth, 1990, p. 530). By using this definition, one can start to imagine the possibilities for such a workforce set-up, especially for small- to medium-sized enterprises (SMEs) that are looking to expand their operations at a minimal cost. A large number of benefits can be derived from introducing telework to an SME, but with the potential benefits come unexpected consequences and potential failures if it is not implemented correctly.

SMEs can be defined as businesses that are sized between micro and medium, which is determined by the number of full-time equivalents of paid employees (between 5 – 200 depending on the industry), the business's total annual turnover (between R0.15m – R50,00m depending on the industry), and total gross fixed assets of the business between R0.10m – R18,00m depending on the industry) (Parliament of the Republic of South Africa, 1996).

Telework is particularly useful when a company is looking to hire knowledge workers or sales and marketing personnel, due to the close similarities between these role and the characteristics of a successful teleworker (Bailey, Kurland, & Wiley, 2009). It is because of the similarity between a sales role and the characteristics of a successful teleworker that the researcher investigated the potential feasibility of growing SearchKings Africa's footprint by introducing teleworking. To successfully implement a teleworker programme, however, an organisation and its managers need to be able to understand the requirements and mechanisms of teleworking to ensure the programme is given the buy-in and attention it needs (Deloitte Access Economics, 2011).

1.2 Company profile

SearchKings Africa Pty Ltd is an online advertising agency in South Africa. It was established in 2013 after the founder, Brett Perlstein, licensed the SearchKings business and intellectual property (IP) from a market leading Canada-based Search Advertising Agency, SearchKings.

SearchKings Africa specialises in paid Google advertising, otherwise known as Google Ads. Its main focus is to provide online lead generation and branding for SMEs through the Google Ads platform. Due to increasing demand, the business has expanded its service offerings to include web development and graphic design, which have successfully developed into their own standalone departments.

By licensing the SearchKings Brand, Software and IP, SearchKings Africa is able to offer international expertise to the South African market, and has won a number of awards from Google's Partners Program. Its current customer base is just over 250 clients, with a 30% year-on-year growth over the past five years.

SearchKings Africa contractually owns each Google Ads account, which are built through a custom application programming interface (API). This allows the business to leverage key knowledge from both local and international client bases so that each customer receives high quality strategies and accumulated learnings from other accounts in the SearchKings database. The API is an internal information and communication technology (ICT) tool which allows SearchKings Africa to successfully scale the business as well as manage multiple customer accounts at once. The API is called Ease and is a key differentiator for SearchKings. Ease uses machine learning and templated standard operating procedures (SOPs) to assist account managers to manage accounts, customer communications and reporting, along with streamlining internal communications between departments.

1.3 Purpose statement

As SearchKings Africa looks to grow the business past the five-year mark, there is an appetite to find more efficient and effective ways to grow the business by leveraging the capabilities of Ease. Currently, SearchKings Africa is serving a handful of Cape Town-based customers and has identified a large potential target market for new business.

This report analyses and reports on the feasibility of implementing teleworking into the business as a strategy to assist SearchKings Africa in its expansion efforts. The report compares the principles and mechanisms described in the current literature regarding

the managerial practices of managers of teleworkers in South Africa and provides recommendations on the feasibility of implementing telework, as well as the most effective method for implementation given the current landscape. The telework programme will assist the business with client retention as well as client acquisition in the Cape Town region.

1.4 Problem statement

SearchKings Africa is looking to accelerate its current growth rate but does not have the financing to fund a stand-alone branch in Cape Town. The business has developed a strong operational head office in Johannesburg which has been developed to manage clients at scale. The current technology, Ease, was designed for the specific purpose of managing accounts at scale, but requires people who know how to use it for it to work effectively. All the personnel in the Johannesburg head office, technically manage the clients, but there is no physical presence in Cape Town. Telework has been identified as a possible solution for this, as it would give SearchKings Africa a presence while being cost effective and allowing the technical work to be conducted by the Johannesburg head office.

The research answers the following questions:

1. Should telework be offered to all employees?
2. What is the impact of technology on managing teleworkers?
3. What are the core issues of teleworking?
4. Are teleworkers successful in an organisation?
5. What are the core benefits of telework?
6. What are managerial best practices for teleworkers?

This data will help provide a business case for the use of telework, given the current dynamics and capabilities of SearchKings Africa.

1.5 Scope of the study

This study was limited to the South African landscape and focused specifically on managers of teleworkers. A sample size of 47 managers was used to represent the total population. The primary research was cross-sectional and quantitative in nature, while the secondary research analysed previous literature on telework. The data

analysed was used with transdisciplinary management theories to recommend an action plan to implement a telework programme specifically for SearchKings Africa.

Section 2: Literature Review

2.1 Introduction

In order to accurately inform SearchKings Africa regarding the feasibility of expanding to Cape Town by employing a sales personal who would work as a teleworker to the Johannesburg head office, it was critical to thoroughly understand the implications of this on the business. While there are many benefits of telework, organisations and managers need to understand that there are also many challenges, therefore it is important to maximise the efficiencies that exist (Bailey et al., 2009).

At the outset, it is important to note that telework in its early life was not adopted as rapidly as expected due to the technological advances needed for full scale commercialisation (Di Martino & Wirth, 1990). Today, with modern information and communication technology (ICT) and the growing need for service businesses, telework has become more widespread and has allowed organisations to decentralise operations and take advantage of its benefits. With the increased need for, and use of, telework, much research has been done on the challenges as well as the managerial implication businesses need to consider so that telework is successfully implemented into an organisation (Sewell & Taskin, 2015).

Telework allows businesses to create a more flexible work environment, which has resulted in higher performance levels and lower staff turnover rates. Yet in order to gain these benefits, managers and employees need to buy into a system that might place additional demands on all staff so that performance expectations can be met; the social norms of employees who are teleworking must be maintained; and the organisation must support efforts with the correct infrastructure (Bailey et al., 2009).

Throughout the literature review, the following key aspects of telework are assessed:

1. The suitability of an employee.
2. The benefits of telework.
3. The challenges of professional isolation.
4. Managerial practices.

In this way it was possible to motivate for or against the implementation of such a model at SearchKings Africa as a potential strategy to expand its operations and increase its client acquisition rate.

2.2 Suitability of an employee

In order for both the organisation and the employees to achieve the maximum benefits from telework, employers need to pick the appropriate people and/or roles which could benefit from telework (Baard & Thomas, 2010). By understanding which jobs would be bested suited to telework, organisations will not be hindered by the setup and design of a telework environment (Bailey et al., 2009).

A major issue with teleworking is the lack of formal structure for employees, i.e. teleworkers need to create their own self-imposed structures, including work schedules, systems and processes, to successfully complete their work tasks. In order for employees to successfully create their own work environments and maintain their performance, they need to have specific personality traits that align to the demands of a flexible work environment (O'Neill, Hambley, Greidanus, Macdonnell, & Kline, 2009).

The characteristics and traits of employees who are suitable for telework include the following:

2.2.1 Autonomy and organisation

A need for autonomy has proven to be positively related to teleworker performance and job satisfaction. This is in line with the fact that a teleworker has to design their own work environment by being organised whilst having little supervision (Makarius & Larson, 2017; O'Neill et al., 2009). Teleworkers are also required to have high levels of self-sufficiency, as they need to solve problems independently and concentrate in environments that are not a 'normal' work setting. This autonomy requires good planning and organisation so that the teleworker performs as expected in an unstructured work environment (O'Neill et al., 2009).

2.2.2 Low need for sociability

Employees with a need for high levels of social interaction generally respond negatively to the telework environment, which can impact their performance (Golden, Veiga, & Dino, 2008). Because isolation is such limiting factor of telework, finding a person who does not mind isolation is important for a suitable telework placement (O'neill et al., 2009).

2.2.3 Diligence and self-motivation

People who are diligent show high levels of discipline and are willing to push themselves without others' encouragement. Teleworkers who are successful tend to need less supervision by managers and are self-motivated to perform. Being reliable and self-motivated enables teleworkers to be effective and efficient in their tasks, without any supervision (Wicks, 2002).

2.2.4 Low levels of need for achievement

The need for achievement is related to an employee's need for promotion and feedback from superiors. In a teleworker environment, promotions and feedback are often not given because the employee is removed from the everyday working environment of their superiors, which can slow down their career progress. Teleworkers may thus become frustrated and demotivated if they are constantly looking for promotions and feedback. Because of this, organisations should hire teleworkers who do not have high a need for achievement (O'Neill et al., 2009; Wicks, 2002).

2.2.5 Technological proficiency

One of the key facilitators of telework is the availability of ICT, which allows for employees to work remotely (Sewell & Taskin, 2015). Teleworkers need to be able to work on their company's ICT and independently trouble-shoot any issues that may arise (Wicks, 2002). In today's modern business environment, high speed internet and ICT innovations have made it easier for teleworkers to do their jobs, but they still need to be able to use these innovations proficiently for them to perform successfully (Baard

& Thomas, 2010). Job satisfaction, productivity and job effectiveness can all be directly linked to a teleworker's technological competence (Staples, Hulland, & Higgins, 1999).

2.3 Benefits of telework

2.3.1 Cost savings

One of the most notable benefits teleworkers bring to an organisation is a reduction in overheads, as well as the space needed to operate (Baruch, 2000; Sa, Carnicer, & Pe, 2002).

2.3.2 Increases labour market variety

Teleworking allows organisations to hire from a broader scope of potential employees as they are less restricted by geography, family responsibilities or disabilities (Kowalski & Swanson, 2005).

2.3.3 Flexibility

Telework allows organisations to increase the level of workplace flexibility for employees, which has proven to improve efficiencies as well as an organisation's brand (Di Martino & Wirth, 1990). A flexible work schedule refers to an employee's ability to create their own formal work times, as long as they work the contractual amount of hours per day stipulated in their contract (Coenen & Kok, 2014). This can result in better networking possibilities, which can bring about product development and innovation (Henard & Szymanski, 2001).

2.3.4 Improved productivity and work quality

Teleworkers' productivity is higher than that of office employees, as they have a more balanced work-personal life and decentralised work processes (Major, Verive, & Joice, 2008). These decentralised work processes result in fewer distractions and disruptions, more flexibility, less time spent commuting, and more leisure time (Katz, 1987). Increases in productivity are not only seen immediately after teleworkers start, which could be due to increased training and other artificial variables, but it has been proven to last over a sustained period of time (Butler, Aasheim, & Williams, 2007). The most important determinants for increased productivity amongst teleworkers are their attitudes, beliefs and social interactions with managers, colleagues, family and

friends. In order to get the most out of teleworkers, managers need to be able to instil positive beliefs and attitudes about teleworking and allow them to benefit from the positive social interactions that teleworking brings (Neufeld & Fang, 2005).

2.3.5 Higher employee retention rates

By offering employees flexible work time so they can have more control over their lives and a more balanced work/life schedule, organisations are able to retain more employees (Scandura & Lankau, 1997). Organisations that offer telework allow employees to use a variety of geographical workplaces and schedules, which encourages them to stay instead of leaving for part-time work or dropping out of the workforce completely (Major et al., 2008). The ability to work from locations outside the main office is key to retaining employees who are disabled. Working from home allows them to maintain their stamina, reduces their fatigue and eliminates daily commutes (Anderson, Bricout, & West, 2001), all of which contribute to the long-term retention of employees.

2.4 The challenges of professional isolation

Social and professional isolation is a common by-product of teleworking (Manoochehri & Pinkerton, 2003). This often results in issues for teleworkers who are more extroverted, because they miss the social interactions of working in an office. It is therefore necessary to find teleworkers who do not mind the social isolation that comes with teleworking (O'Neill et al., 2009). This social and professional isolation can also often indirectly cause a breakdown in trust between employees and their colleagues or managers because of a lack of interaction (Coenen & Kok, 2014). Trust is the foundation of interpersonal relationships; when it is lost, a teleworker's innovativeness may also be lost (McAllister, 1995).

Another issue with professional isolation is that teleworkers can lack the confidence to ask questions or gain clarity on a task for fear of being criticised. This is as per social learning theory, which states that "workers lacking sufficient in-depth interactions operate at a disadvantage and are forced, instead, to carry out work activities with limited insights, information, and feedback" (Golden, Veiga, & Dino, 2008, p. 1413). The limited insights caused by a lack of knowledge can lead to an increase in anxiety levels and even mental health issues, which can result in suboptimal performance. It

also tends to hinder a teleworker's ability to leverage shared knowledge and contextual information, which can directly impact their performance (Golden et al., 2008).

2.5 Managerial practices

One of the most common barriers to successfully implementing telework is the need for managers and organisations to adapt to the requirements of the teleworking environment, which is often different to the traditional management they are used to. Managing teleworkers can be tricky and requires organisations to adapt their existing structures, processes and communication channels so that teleworkers are accommodated and managed correctly (Katz, 1987).

In order for managers to gain the most from teleworkers, they need to alleviate issues or roadblocks that could prevent them from performing optimally (Fritz, Narasimhan, & Rhee, 1998).

Below are some key managerial practices that can assist with the successful management of teleworkers,

2.5.1 Managing effectively with reduced personal interactions

One of the main reasons given for telework not being adapted as quickly as was envisaged was because managers are hesitant to manage their subordinates without having face-to-face interactions or direct control over them in an office (Bailey et al., 2009). In order to counter the lack of social interaction, it is suggested that managers create an environment where formal processes, channels and guidelines are set-up to deal with these issues (Katz, 1987). Managers need to encourage more frequent communication so that they can reduce misunderstandings and develop shared interpretations and meanings (Golden et al., 2008). The use of scheduled meetings, the correct internal communication system as well as gathering information can be seen as effective ways to formalise communication, so that the lack of face-to-face interaction does not hinder progress and performance (Fritz et al., 1998). Developing the correct communication channels to deal with the complexities of distance is a critical success factor to telework, which helps alleviate the isolation felt by teleworkers (Kowalski & Swanson, 2005). Research has indicated that the addition of video and

audio communication technology can improve the communication between managers and teleworkers (Qureshi, Liu, & Vogel, 2006).

When organisations decide to use teleworkers, they must first consider the challenges they may face when picking the correct jobs for teleworking. Jobs where lower levels of communication are needed may thus be ideal (Katz, 1987).

2.5.2 Trust

When reviewing the literature to understand how the issue of minimal face-to-face contact can be alleviated, a key finding was that managers must trust their subordinates (Baruch, 2000). Trust is a necessary condition for effective interpersonal cooperation; for this reason, managers need to put trust at the forefront of their telework management (McAllister, 1995). Trust is built through constant interaction and will harness knowledge sharing in a team and organisation. It is important for managers to be able to identify if trust is an issue, and if it is, they need to implement more physical contact with their teleworkers (Coenen & Kok, 2014). Trust can end up being the deciding factor for an organisation regarding the implementation of telework, or for a manager deciding which of their subordinates can telework (Bailey et al., 2009).

Managers operate in a naturally complex and uncertain environment, which requires the coordination of efforts based on trust and confidence (McAllister, 1995). This trust can take time to develop, but without it, managers will not believe that their teleworkers are performing and will not back them to produce results. Trust acts as the “glue” between teleworkers, their managers and their colleagues. It also allows teleworkers to perform normative tasks with confidence, thus the earlier this trust is given, the sooner they will perform (Brad Crisp & Jarvenpaa, 2013). If there is no trust, the benefits that could be gained from teleworkers will be lost (Bailey et al., 2009; O’Neill et al., 2009).

2.5.3 Designing the communication channel

Whilst there are many benefits associated with telework, for a range of reasons managers still remain hesitant to implement it. One key reason is the need to adapt and implement the correct communication channels from the organisational side as

well as the teleworkers' side (Fritz et al., 1998). Successful teleworkers are seen as technologically competent, which allows them to communicate through the most effective channels, thereby increasing communication effectiveness (Pauleen & Yoong, 2001). Depending on the geographical distance and differences in cultural and social preferences between sender and receiver, so the complexity of the message may change. The more complex the message, the richer the media needs to be to ensure effective communication between sender and receiver (Maznevski & Chudoba, 2000). Successful teleworkers often find that effectively communicating task-related information is one of the most important elements of teleworking (Qureshi et al., 2006). This is related to task-technology theory, which suggests that "a better fit between technology functionalities, task-requirements, and individual abilities will lead to better performance (i.e. faster or more effective task accomplishments)" (Goodhue, 1995, p. 1828). By matching technology to the requirements of the task, the complexities between the sender and receiver and the stage of the work relationship, the organisation can design the most effective communication channel to manage teleworkers (Makarius & Larson, 2017).

2.5.4 Training personnel to effectively telework

In order for telework training programmes to be successful, they first need to be supported by top level management. This support will create positive attitudes and beliefs about teleworking to all employees, managers and teleworkers, which will directly impact the productivity of teleworkers (Neufeld & Fang, 2005). Training needs to be provided not only to teleworkers but also all managers who will be interacting with the teleworkers. This will create more positive attitudes towards teleworking, as employees will understand the benefits it can bring the organisation as well as create an understanding between teleworkers and managers (Kowalski & Swanson, 2005). Research has shown that training programmes for both managers and teleworkers result in higher adoption rates of teleworking throughout an organisation (Igbaria & Guimaraes, 1999).

Managers are recommended to temporarily coordinate efforts such as work schedules, managing communications and pacing of tasks to encourage an environment that produces the expected performance through formal training

programmes and arrangements (Makarius & Larson, 2017; O'Neill et al., 2009). Setting guidelines and training teleworkers on the most effective way to communicate with other colleagues and managers can also bridge the gaps that teleworkers face by not having the direct contact that others in the organisation do. Developing guidelines to assist with goals, deliverables, responsibilities, processes or task interactions will give teleworkers the best chance of being successful (Katz, 1987; Makarius & Larson, 2017). These guidelines will create a set of normative tasks which will be the basis of developing trust and thereafter performance (Brad Crisp & Jarvenpaa, 2013).

2.5.5 The importance of knowledge sharing

Knowledge sharing is the ability to transfer knowledge between multiple parties; unless knowledge is shared successfully, there will be little innovation or product development (Durmuşoğlu & Barczak, 2011). Knowledge sharing has many benefits for an organisation, especially those that utilise teleworkers. These benefits include building awareness, increased learnings and enhanced coordination and performance (Makarius & Larson, 2017, 163). The use of modern ICT for virtual work can effectively facilitate the transfer of knowledge, which will assist teleworkers to be innovative and keep up-to-date with market trends and customer requirements. Teleworking can enable employees in different locations to transfer knowledge effectively and even add to knowledge sharing, due to their wide geographical network (Coenen & Kok, 2014).

2.6 Conclusion

The literature reviewed provided insights into the principles and mechanisms of telework. In order to successfully implement telework into a business, managers, organisations and teleworkers alike need to ensure that these principles are aligned and integrated into the business' structure and processes.

Section 3: Review of Consultancy Engagements and Interventions

3.1 Introduction

In order to comprehensively research the field of telework, four reports were examined to assess the organisational and managerial implications of introducing telework and a digital workplace into a business:

1. The Connected Workplace: War for talent in the digital economy (Deloitte Access Economics, 2013).
2. The digital workplace: Think, share, do. Transform your employee experience (Deloitte, 2011).
3. Next Generation Telework: A Literature Review: Department of Broadband, Communications and the Digital Economy (Deloitte Access Economics, 2011).
4. Workplaces of the Future: Creating an Elastic Workplace (Haugen, 2013).

These reports allowed for a more all-encompassing analysis of the latest findings and learnings on teleworking, which enabled the researcher to provide the most appropriate recommendations for SearchKings Africa.

Implementing telework is not a straightforward process with a 'one-size-fits-all' guide for success, and most companies have not yet learnt how to fully leverage all the related benefits (Haugen, 2013). For this reason, organisational leaders need to develop a systematic and well organised plan so that the unique challenges that telework brings are addressed and the benefits are realised (Deloitte Access Economics, 2011).

The following review of consultancy reports focuses on two sections, namely:

1. digital technologies; and
2. implementing a telework programme.

3.2 Digital technologies

According to Deloitte (2011), organisations must start to introduce relevant digital technologies into their business to help keep up with the evolution of the workplace. This will assist the business in with talent acquisition, employee productivity, employee satisfaction, employee retention and communication tools. Deloitte Access Economics (2013) expanded on this by noting that technologies are allowing organisations to streamline processes and provide information at a much faster pace.

Companies should thus be investing in collaborative technologies that allow employees to interact socially, share documents and work, and utilise the cloud (Deloitte Access Economics, 2013). Deloitte (2011) encourages organisations to invest in technologies that will enhance employee collaboration; allow for personalisation of content; support two-way communication; and connect employees across the organisation to assist with sharing knowledge and intellectual property, as well as allow employees to gain insights from one another. Video conferencing, emails, instant messaging, cloud-based document collaboration tools, productivity devices, Enterprise Applications and performance management systems can all be used to facilitate collaboration in the workplace (Deloitte Access Economics, 2013).

3.3 Implementing a telework programme

Before implementing telework, companies must first assess their current digital working environment to understand what they can leverage and what they need to change in order to succeed. To do so they must provide their staff with the correct tools to access the organisation's digital environment (Deloitte, 2011). This was expanded upon by Deloitte Access Economics (2013), which indicated that the top three technological issues which frustrate employees are slow internet, slow computers and inadequate assistance from IT support. These issues must thus be highlighted as focus areas when a company is looking to implement a digital strategy.

According to Deloitte Access Economics (2011), to implement telework into a business the following areas should be considered:

1. A business case should be developed to understand the potential benefits and costs associated with telework.

2. A pilot programme must be conducted to help the organisation identify potential challenges and adjust for these challenges before a full role out is implemented. This may not be possible in small organisations.
3. A telework policy must be developed to ensure transparency and allow potential teleworkers to understand their rights and responsibilities upfront. This is as per Deloitte (2011), which stated the need for governance, risk, compliance and control when creating a digital workplace.
4. Evaluation criterion must be created to evaluate the successes or failures.
5. Potential teleworkers should be identified based of the nature of each role and their personal characteristics, including: self-motivated, strong communication skills, technological proficiencies, well organised, disciplined, and can work without micro management.
6. Once a teleworker has been employed and all formalities have been dealt with, the organisation should invest in training to help them with the new transition. Ongoing performance monitoring must be ensured and key performance indicators should be developed around “outcome-based performance, on-time and to-standard delivery of work, and ongoing communication with supervisor and co-workers in the office, as well as ongoing use of supervisor-employee communication” (Deloitte Access Economics, 2011, p.52).

3.4 Conclusion

The above section reviewed four consultancy reports on the practical aspects of the digital workplace and telework, outlined the types of technologies needed, and described how a business should implement telework into its normal operations.

Section 4: Consulting Method

Based on the review of previous consultancy reports (Deloitte Access Economics, 2013; Haugen, 2013; Deloitte Access Economics, 2011; Deloitte, 2011), the following could be deduced:

The reports tend follow a general path of analysing the current situation, collecting secondary data and primary data, comparing that data with the organisational analysis, and recommending a solution. All the reports had a small reference list and none used traditional management theories to formally analyse the current situation. The analysed reports presented possible relevancy issues for the 2019 market in South Africa as they were at least five years old and did not include the South African context.

This consultancy report tackled these issues to provide a more thorough and innovative approach through consideration of the following:

1. The researcher identified the problem at hand.
2. Research was collected on the given topic from secondary sources.
3. An organisational analysis was performed using traditional management theories as well as other less formal analyses found in previous consultancy reports.
4. A research methodology for collecting primary data was designed.
5. The data were analysed and interpreted.
6. Alternatives were considered.
7. Potential unintended consequences were considered.
8. Recommendations are given based on all of the above.

The method used allowed for a more robust analysis in the context of the current South African market.

Section 5: Current Organisational Analysis

5.1 Introduction

In order to understand what SearchKings Africa needs to do to implement a telework programme, a situational analysis of the company was performed. The following models were used to understand the current business and to assist in identifying which gaps need to be closed and which strengths must be enhanced so that a telework programme can be recommended in accordance with SearchKings Africa's current situation:

1. The McKinsey 7S Framework.
2. SWOT analysis.
3. Ansoff Matrix.
4. Digital toolbox analysis.

By providing a comprehensive view of both the internal and external elements that impact the business, these models helped the researcher to create a sustainable and achievable programme that can realistically be implemented.

5.2 The McKinsey 7S Framework

The McKinsey 7S Framework was designed to give an organisational overview of the effectiveness of an organisation through the interconnected relationships between structure, strategy, systems, style, skills, staff and share goals or superordinate goals (Waterman, Peters, & Phillips, 1980). The framework is particularly useful when examining the potential effects of future changes to a company, aligning departments and processes, and determining how to implement a proposed strategy (MindTools, 2007). The alignment of the framework's benefits to the implementation of a telework environment at SearchKings made it a great theoretical model through which to understand the organisational readiness and current situation for the implementation of a telework environment, which will require a new strategy that will impact all departments and processes.

Strategy	To continually grow SearchKings Africa's revenue by 30% YoY. This will be achieved through the continual hiring of top talent, extensive training, investment into technology, geographic expansion and aggressive marketing.
Systems	Technological systems SearchKings Africa has a customised CRM and Account Management system called Ease which allows for internal communications, account management at scale, operations and work flow management. For video conferencing Zoom Pro is used, while G-Suite is used for emails, informal communications, instant chat and video conferencing. All products are mobile friendly for on-the-go use. Systems flow of work An account is brought in by Sales where all details are added into Ease. Operations then gets notified to set up and implement all the necessary tracking. Once completed, Operations hands off the account to the Google Ads department where an account manager is assigned to the client and the Google Ads account is created. At this stage the account manager reaches out to the client for their first meeting and the account is activated on all system.
Structure	SearchKings Africa has a reasonably flat hierarchy, with two main department heads and a CEO who is head of sales. These three leaders make decisions together. All other employees sit on one level and are encouraged to bring ideas to the table for improvements across the business (see Appendix 2).
Staff	The company has 15 staff members (see Appendix 3) which is broken up into:

	Google Ads Department: 8 Sales Department: 1 Operations Department: 4 Administration: 1 Chef: 1
Skills	1. Google Ads Department: Technologically proficient data analysts with good customer relations skills who are quick learners. 2. Operations Department: Designers, developers and administration. 3. Sales Department: Product knowledge and sales skills.
Style	There is an authentic leadership style which encourages personal growth and peer-to-peer learning. Leadership is inclusive and encourages all employees to find their own leadership style. All account managers run a portfolio of 20 - 40 clients, which requires each of them to have a proactive and people-orientated leadership style. Leadership has created a collaborative and cooperative environment so that departments work seamlessly together.
Shared Values	Culture is focal point for the business; there is a strong work-hard, play-hard environment, where autonomy and self-motivation is key. Peer-to-peer learning is fundamental to the business given that the industry is constantly changing. All employees are measured against department specific KPIs, which dictate their promotions and bonuses to ensure that a culture of performance is maintained at all times. At SearchKings Africa, the customer experience comes first, as the leadership believes that this will result in sustainable profits and relationships with clients.

Table 1: McKinsey's 7S Framework for SearchKings Africa

5.3 SWOT Analysis

A SWOT analysis provides a simplistic look at a business by breaking down key internal and external elements that could impact the business' success going forward (Pickton & Wright, 1998). The insights gained from this SWOT analysis were used to understand what elements could be leveraged in the implementation of a telework programme and which might act as barriers.

Strengths

1. SearchKings Africa has invested into the development of customised software, which allows account managers to effectively manage accounts at scale by integrating with the Google Ads and Google Analytics platform. It is also the company's internal communication tool for handling seamless work flows within SearchKings Africa as well as with SearchKings in Canada. This has proven to be a key competitive advantage for the company.
2. The relationship with SearchKings in Canada allows the business access to more knowledge, expertise and training. It also allows SearchKings Africa access to their +1,500 accounts from a wide variety of industries to learn from when onboarding a client in new industries which the business had previously not worked on.
3. SearchKings Africa is a Google Premier Partner, which allows the business access to beta products that are not available to the open market. It also gives the business dedicated support form Google in Mountain View, USA.
4. SearchKings Africa has built a strong team of highly qualified personnel, ensuring that the best and brightest brains are driving the business forward.
5. As the business model focuses on acquiring and managing clients at scale, the business is not heavily reliant on any single customer at any point in time.

Weaknesses

1. The business is reliant on human capital which makes its vulnerable to key account managers leaving.
2. The business is reliant on SearchKings in Canada for the development of Ease.

Opportunities

1. Having a competitive advantage through investment in technology can provide opportunities for expansion and possibly open up easier synergies if looking to purchase another company and bring their client base over to SearchKings Africa.
2. Having such a strong employee base can be used as a leverage point to employ more highly qualified people.

Threats

1. The business invests heavily in staff training but the industry is known to poach top talent.
2. If SearchKings in Canada goes out of business or is sold, it could jeopardise their current relationship with Google as well as their ongoing investment in technology.
3. The business' growth prospects are reliant on the South African government to grow the local economy so that the SME market grows.
4. SearchKings Africa runs the risk of not being able to provide enough growth opportunities for highly qualified staff, which may push them to leave the business for better opportunities.

5.4 Ansoff Matrix

The Ansoff Matrix was developed by Igor Ansoff in 1957 to assess the importance of long-term growth. The matrix has four possible growth options: market development, market penetration, diversification and product development. The Ansoff Matrix is thus used as a planning tool to help companies make decisions about their growth possibilities through product or market expansions (Sajjad, Jamshed, Arshad, & Adnan, 2013).

The Ansoff Matrix was used to analyse SearchKings Africa's possible growth strategies as per Figure 1.

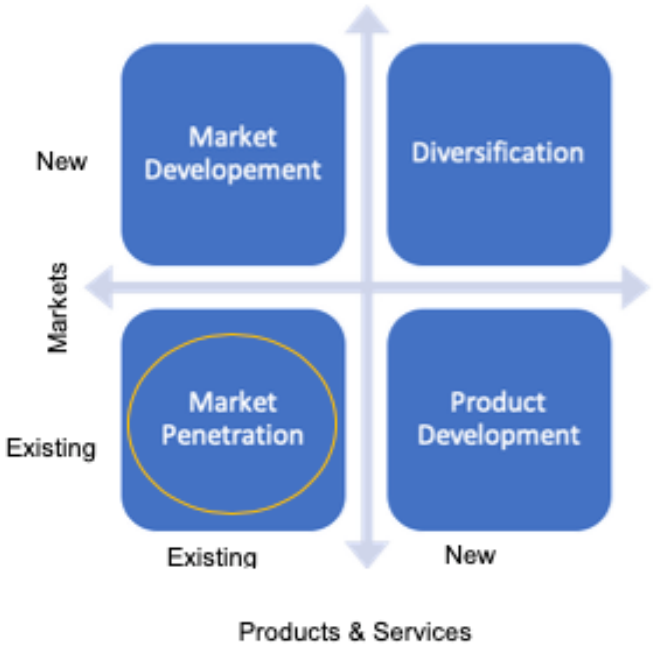


Figure 1: Ansoff Matrix for SearchKings Africa

The above diagram in Figure 1 is a useful representation of the current growth strategy SearchKings Africa. They are looking for way to penetrate their existing market hence the keen interest into implementing telework into the business to provide regions outside of Johannesburg with a more physical presence in the form of SearchKings Africa employee.

5.5 Current digital toolbox

Given the fact that technology is a key facilitator of telework (Sewell & Taskin, 2015), and as per Deloitte's (2011) recommendation that a business' current technological "toolbox" must be assessed in order to understand what it will need to effectively implement telework for their specific needs, the below breaks down all the current technology that SearchKings Africa uses:

5.5.1 Ease

As SearchKings Africa is an online digital advertising agency, the business invested heavily in the creation of an Enterprise Application, Ease. Ease provides the business with an account management and a workflow management system, and was developed to assist in three main areas:

1. Managing multiple accounts at scale.
2. Automating operational processes where possible.
3. Ensuring effective communication throughout the business.

Ease is a cloud-based, online platform that is mobile-friendly and can be accessed anywhere in the world, providing account managers with real-time data for all their accounts. The customised software integrates with Google's advertising and reporting software, allowing for easier integration of the system, the building of new accounts, the management of existing accounts, and the management of clients at scale. The development of Ease has also provided SearchKings Africa with an extremely effective communication channel, as task requirements and communications are aligned (Makarius & Larson, 2017). This provides an essential platform for the implementation of a telework programme, and will save the business the initial costs of developing such a system.

5.5.2 G-suite

The G-suite is an integrated suite of productivity apps powered by Google, which includes business emails, cloud storage, file sharing, productivity apps, video conferencing, internal chat and more (Google, 2016). This very effective software for

online businesses can be accessed anywhere in the world, and is designed for collaboration even if employees are not in the same office.

5.5.3 Zoom

Zoom is a cloud-based video conferencing technology that allows users to have online meetings, video meetings, video webinars and online calls to phones, all of which can be recorded. These are used for training and meeting notes.

5.5.4 Laptops

All employees are given company laptops which are customised for SearchKings Africa. This protects the business from potential privacy issues as well as operational issues.

5.5.5 Office 365

This is Microsoft's online suite for all their productivity applications such as Word, Excel and PowerPoint. All employees are given a laptop with their own licences under the SearchKings Africa subscription.

5.5.6 Mobile internet

All users are given an internet Wi-Fi dongle with data loaded every month. This allows employees to work from anywhere.

5.6 Conclusion

The above section discussed the current internal environment of the organisation, providing insights into the business' structure, strengths and weaknesses, potential opportunities and threats, growth strategy and digital tools. This information informed the recommendations with regards to introducing a telework programme.

Section 6: Research Methods

6.1 Introduction

This section describes the methodology used to conduct research in support of the literature reviewed in the previous section.

6.2 Research approach

In order to determine the feasibility of managing telework for SearchKings Africa to expand, the researcher determined what correlations exist between the mechanisms and the principles found in the literature review, as well as those being used by managers in the current telework environment in South Africa.

A quantitative research method was utilised, which allowed the research data to be converted into numerical forms so that it could be compared and generalised across the general population from the samples collected. Quantitative analysis involves the numerical representation and manipulation of research observations so that researchers can describe and explain the observations through descriptive or inferential analysis (Babbie, 2009). It allows researchers to qualify defined variables by describing trends towards an issue, and shows how one variable impacts another through fixed structures and evaluation criteria (Creswell, 2012). To gather this information accurately, statistical tools were used to perform a statistical analysis (Bhattacherjee, 2012).

A survey method, which is a non-experimental method, was used to sample the research population. The research was cross-sectional in nature as it was conducted at a specific point in time.

This research assessed the learnings from current managers of teleworkers in the South African landscape, as well as the principles derived from the literature review. The volume of previous research on telework allowed for such a structured approach, where principles and mechanisms can be tested for trends in the local environment using a statistical analysis.

6.3 Research design

The research will call for a cross-sectional study which allows a researcher to collect data on current attitudes and practices and report back immediately (Creswell, 2012). According to Bhattacherjee (2012, p.39), “In cross-sectional field surveys, independent and dependent variables are measured at the same point in time (e.g., using a single questionnaire), while in longitudinal field surveys, dependent variables are measured at a later point in time than the independent variables”. Due to the time constraints of the project and the need to consult back to SearchKings Africa for immediate implementation, a cross-sectional survey analysis was preferred.

6.4 Population and sample

6.4.1 Population

The target population consisted of managers of teleworkers throughout South Africa. Teleworking has started to grow in popularity in South Africa, creating a growing trend towards co-working office space as well as online platforms to support distance work (Property24, 2017).

6.4.2 Sampling approach

The sampling approach was non-probability sampling, which required the researcher to select the population based on non-random criteria. A combination of convenience sampling and snowballing sampling was used to find the appropriate audience for the research. Convenience sampling is when the sample is drawn from a population close to hand or that is easily available (Bhattacherjee, 2012), which allows for sampling from personal networks and current clients. Snowball sampling occurs when a researcher identifies initial subjects, who then identify other appropriate subjects (Lewis-Beck, Bryman, & Futing Liao, 2004).

6.4.3 Sample size

According to the Central Limit Theorem, a minimum sample of 30 managers of teleworkers was needed for a normal sample distribution (Kwak & Kim, 2017). To be more precise and account for non-responses, the sample size collected was aimed to

be between 30 and 50 respondents. The actual sample size was 47 unique respondents.

6.5 Research instruments

The research instrument was an online survey which was administered through a research and survey software called Qualtrics. Qualtrics, provided a link to the online survey which was sent to potential research candidates via email (see Appendix A). The questions were closed-ended, using yes or no questions, multiple choice questions, Likert scales, and 1 – 10 scales, allowing for easily comparable quantitative responses. The average time per survey completion was six minutes. The survey was pretested for grammatical errors, face and content validity.

6.6 Data collection

Due to the geographical dispersion of the sample and the fact that the research was targeting businesspeople who were under time constraints, online surveys were utilised to collect the data. The raw data were downloaded in the CSV file format, which was used for analysis.

The sample was mainly targeted through shared offices, consultancies agencies, digital businesses and personal networks. The link to the survey was sent out through email and social platforms.

6.7 Data analysis approach

Once the raw data was collected, it was edited so that it lent itself to data analysis. This is “the process of checking the completeness, consistency, and legibility of data and making the data ready for coding and transfer to storage” (Zikmund, Babin, Carr, & Griffin, 2013, p.460). Respondents with less than a 50% completion rate were removed. The data were then coded, which involves “naming segments of data with a label that simultaneously categorizes, summarizes, and accounts for each piece of data” (Charmaz, 2006, p.43).

6.8 Limitations

1. Non-probability sampling was used to reduce the induced sampling bias by reducing the generalisation bias by contacting managers of teleworkers in the researcher's personal network.

2. A main drawback to most online survey strategies would generally be the assumption of access to the internet, but given that teleworkers need the internet to work, this was not an issue. A main drawback of sending out surveys online is the inability to be in control of the respondents when they fill out the survey.

3. Given the time constraints of the project, a longitudinal study could not be performed.

6.9 Descriptive statistics

Descriptive statistics is used to transform raw data into mean, medium, variance and frequencies. The applications used to analyse the data were IBM SPSS, Qualtrics and Microsoft Excel. The qualified sample size was 41 responses of the total 47.

6.10 Inferential statistics

Multi-variant inferential statistics were used to test for relationships. Although the researcher planned to use Pearson's Correlation test, the data were not normally distributed thus the Spearman's Rank Order test was used (Wegner, 2016). Cohen's d was used to identify the strength and magnitude of all correlations, where a coefficient between 0 and 0.3 was deemed small, 0.3 – 0.5 was medium, and anything above 0.5 was large (Salkind, 2010). All relationships were tested to significance of 95% or over.

6.11 Validity and reliability

6.11.1 Validity

Validity refers to how adequately the measures reflect the real meaning under consideration (Babbie, 2009). Because previous research findings were compared to the respondents' answers, construct validity was used. This type of validity is based on logical relationships and allows questions to be asked that help to determine if the

question reflects what the theory suggests. The survey used included telework in each question to ensure constant validity. Face validity and content validity were ensured through pretesting of the survey.

6.11.2 Reliability

Reliability refers to how consistent and dependable the measure being used is (Bhattacherjee, 2012). To ensure this, the survey was written as clearly as possible with direct questions that did not depend on subjectivity. The instructions and context were also explained to the respondents.

6.12 Ethics

Before conducting the research and sending out the survey, contact was made with managers, business owners or officials who managed teleworkers to get their consent to send out the surveys to their respective companies. The participants were not asked any questions which could have resulted in emotional trauma, and all participants were given the option to opt out of the research immediately or at any given time. All the participants' information remained anonymous during and after the research. The research only began once ethical clearance was received from the Wits Ethics Committee.

6.13 Conclusion

A quantitative analysis was conducted through the use of an online survey, which targeted managers of teleworkers. The principles and mechanisms derived from the literature were used as measures to determine the feasibility of using teleworking to expand the geographical reach of SearchKings' operations.

Section 7: Data Analysis and Findings

7.1 Introduction

The raw data gathered through the survey were collected, edited and recoded, before a descriptive analysis and an inferential analysis were performed. A total of 47 respondents provided managerial insights into the current South African teleworking environment.

The research sought to establish key relationships between the findings from the literature review and review of other consultancy reports; and the survey responses which were based on the research purpose. Based on the statistical analysis, key relationships were deemed important for understanding the mechanisms which impact teleworkers and organisations which offer telework.

The findings are broken down into six sections, which are in line with the key learnings from the literature review and the consultancy review:

1. Relevance of the sample to SearchKings Africa.
2. Suitability of an employee.
3. Benefits of telework.
4. The challenges of professional isolation.
5. Managerial implications.
6. Organisational implications.

After each of the above sections' corresponding findings will be interpreted. These findings were used to inform the recommendations to SearchKings Africa on the feasibility of implementation of a telework strategy in the organisation's current environment as well as the most appropriate telework strategy for SearchKings Africa.

7.2 Relevance of the sample to the SearchKings Africa business

7.2.1 Data analysis

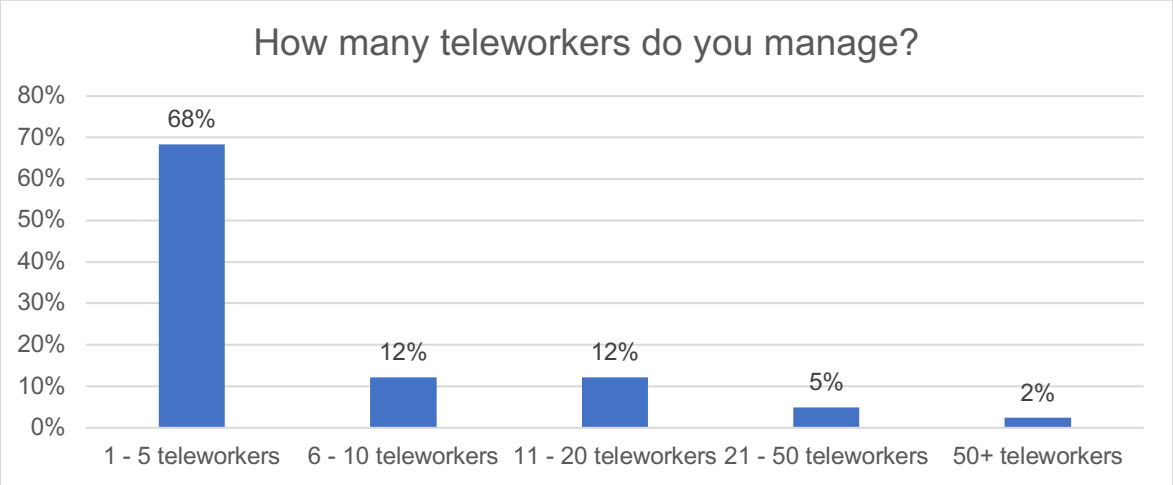


Figure 2: Average number of teleworkers managed by respondents

As seen in the above graph, 68% of the respondents managed between 1 – 5 teleworkers, with 12% managing between 6 – 10 teleworkers as well as 11 – 20 teleworkers. The remaining 7% managed 21 teleworkers or more. SearchKings Africa is only looking to employ one or two teleworkers at this point, which is relative to 68% of the respondents.

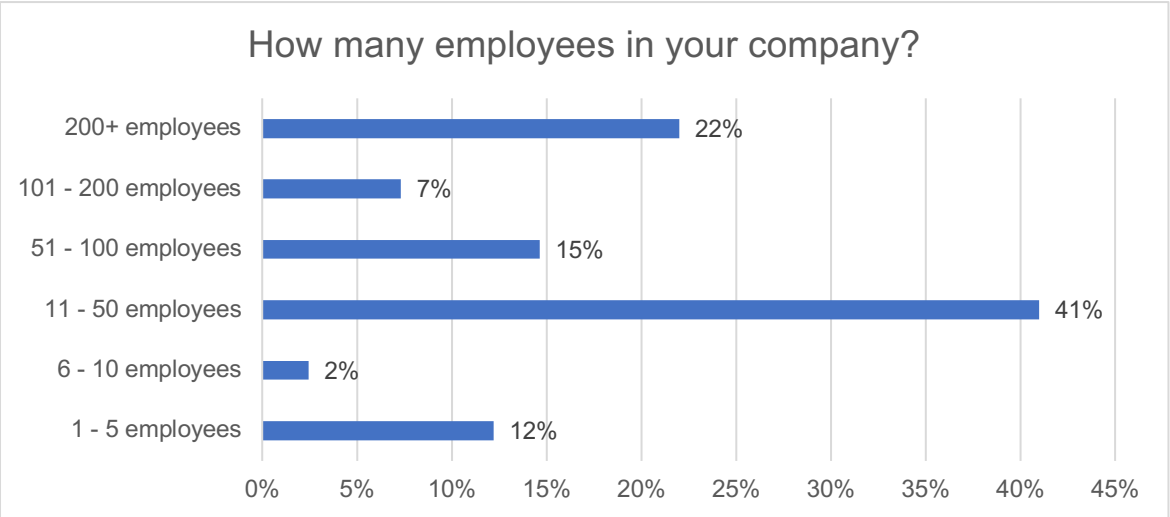


Figure 3: The average number of employees in the respondents' companies

As seen in Figure 3, 41% of respondents worked in a company with 11 – 50 employees, 22% had +200 employees, 15% had 51 – 100 employees, 12% had 1 - 5 employees, 7% had 101 – 200 employees, and the remaining 2% had 6 – 10

employees. This indicates that the largest proportion of respondents work in businesses that fall into the SME space (Parliament of the Republic of South Africa, 1996). This is the same segment as SearchKings Africa, which currently employs 15 people.

7.2.2 Data findings

These findings indicated that the sample surveyed fairly represented the managerial practices that will be used for SearchKings Africa's telework programme.

7.3 Suitability of an employee

7.3.1 Data analysis

Table 2 indicates the characteristics which respondents believe had the biggest impact on the success of a teleworker, 1 being the lowest and 5 being the highest.

	1	2	3	4	5
Works autonomously	0,00%	2,13%	10,64%	34,04%	53,19%
Sociability	4,17%	12,50%	33,33%	39,58%	10,42%
Self-motivated	0,00%	2,08%	2,08%	22,92%	72,92%
Need for achievement	0,00%	6,25%	10,42%	31,25%	52,08%
Technological proficiency	0,00%	10,42%	16,67%	45,83%	27,08%

Table 2: Characteristics which impact a teleworker's success

All of the above characteristics were seen to have a significant impact on a teleworker's success with 83% of all characteristics ranking between 3 and 5, thus they can all be seen as key characteristics of a successful teleworker in the South African market.

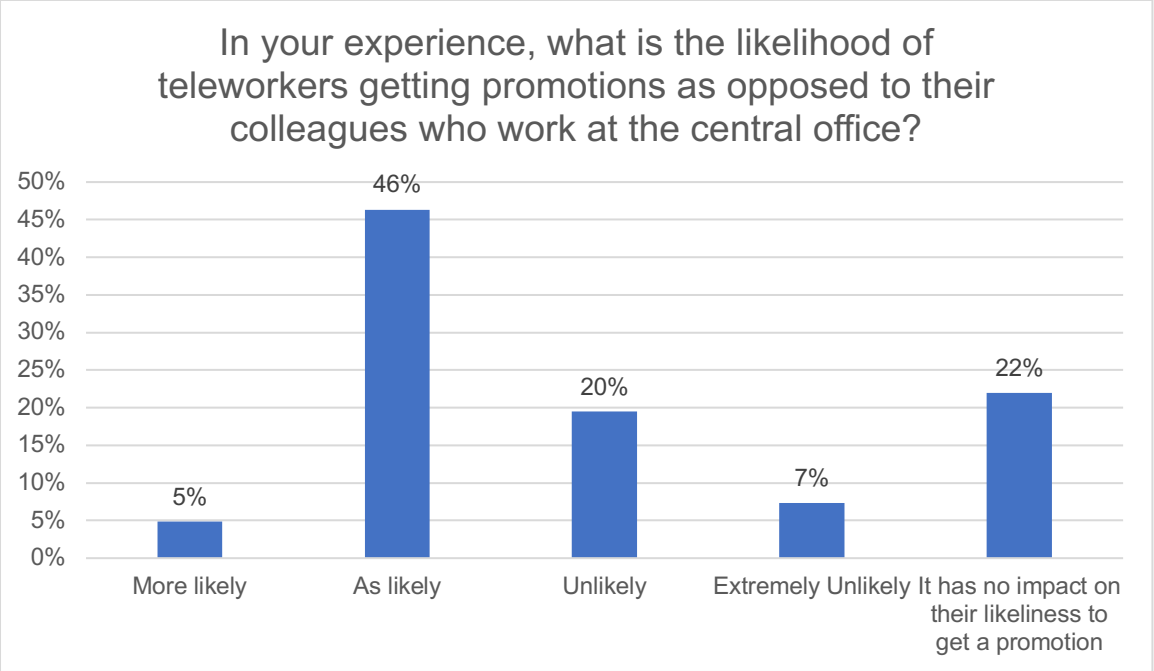


Figure 4: The likelihood of teleworkers getting promotions as opposed to their respective colleague who work at the central office

The above figure shows that 51% of all respondents believe teleworkers are as likely to get a promotion as opposed to their colleges who work in the central office, while only 27% believe teleworking will impact an individual's likeness to get a promotion. 22% of respondents believe telework has no impact on their likeliness to receive a promotion or not. These results are contradictory to the literature who state that teleworks are less likely to receive a promotion as opposed to their colleges who work at central office. This highlights the difference in the South African market as well as the progression telework has made into 2019.

The following characteristics which impact a teleworker's success were found to be significant:

1. Teleworkers working autonomously (Question 6) has a positive medium strength relationship (0.322) between frequency of communication of managers to teleworkers (Question 4). In addition, a teleworker's self-motivation (Question 6) grows with an increase in communication between managers and teleworkers (Question 4) (positive medium strength relationship (0.354)). Furthermore, a teleworker's need for achievement (Question 6) is also positively related to an increase in communication

between managers and teleworkers (Question 4) (medium strength relationship (0.353)),

2. The sociability characteristics (Question 6) of a teleworker has a positive medium strength relationship (0.399) to an organisational culture supporting a teleworking environment (Question 13),

3. Technological proficiency was found to have a positive relationship with an organisation's investment into technology that would support telework (medium strength (0.345)), as well as systems in places that support telework, specifically shared calendars (medium strength relationship (0.494)).

7.3.2 Data findings

The above findings are indicative of the characteristics a teleworker needs to have to be successful in the current South African business environment. More than 83% of the respondents ranked all the given characteristics between 3 and 5, showing overwhelming results in favour of all five characteristics. These characteristics should thus be considered when SearchKings Africa looks to hire a teleworker. Three of these results are in line with the literature, i.e. that teleworkers need to be able to work autonomously (O'Neill et al., 2009), must be self-motivated (Wicks, 2002), and must have high levels of technical proficiency (Baard & Thomas, 2010). The other two characteristics showed the opposite results to the findings of previous literature, i.e. O'Neill et al. (2009) noted a low need for sociability for teleworkers to succeed, which contradicts the research findings. The second contradictory finding is the need for achievement; according to O'Neill et al. (2009) and Wicks (2002), teleworkers should not have a high need for achievement, whereas the research findings indicated otherwise.

Further to these findings, the respondents did not feel as if teleworkers are at a disadvantage when it comes to promotions, which contradicts O'Neill et al. (2009) and Wicks (2002). These findings show a potential evolution of teleworking in South Africa, as the practice has become more common and businesses have become more adaptable to a teleworking environment. The results are positive for SearchKings Africa as the characteristics for hiring a teleworker are broader, giving them a larger hiring pool to look from which would make the process more feasible.

7.4 Benefits of telework

7.4.1 Data analysis

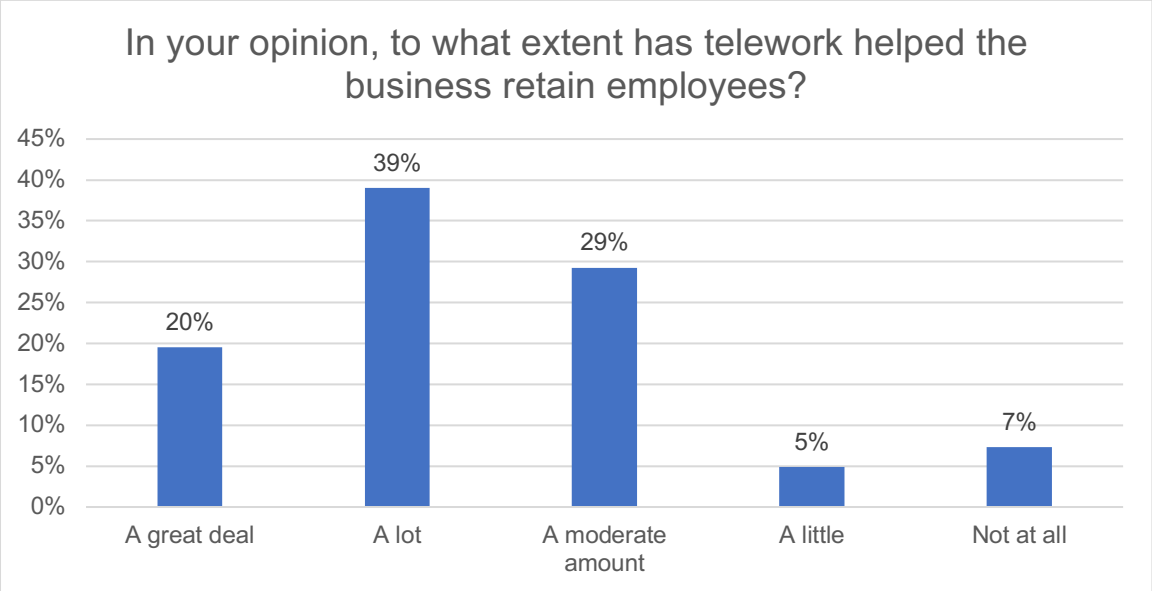


Figure 5: Telework's ability to help a business retain top employees

Figure 5 shows that 39% of the respondents believe telework contributes a lot to employee retention, 29% believe it contributes a moderate amount, and 20% believe it contributes a great deal. The remaining 12% were spilt between 7% who believe that telework does not contribute to employee retention and 5% who think it contributes only a little. This highlights that telework can have an impact on employee retention.

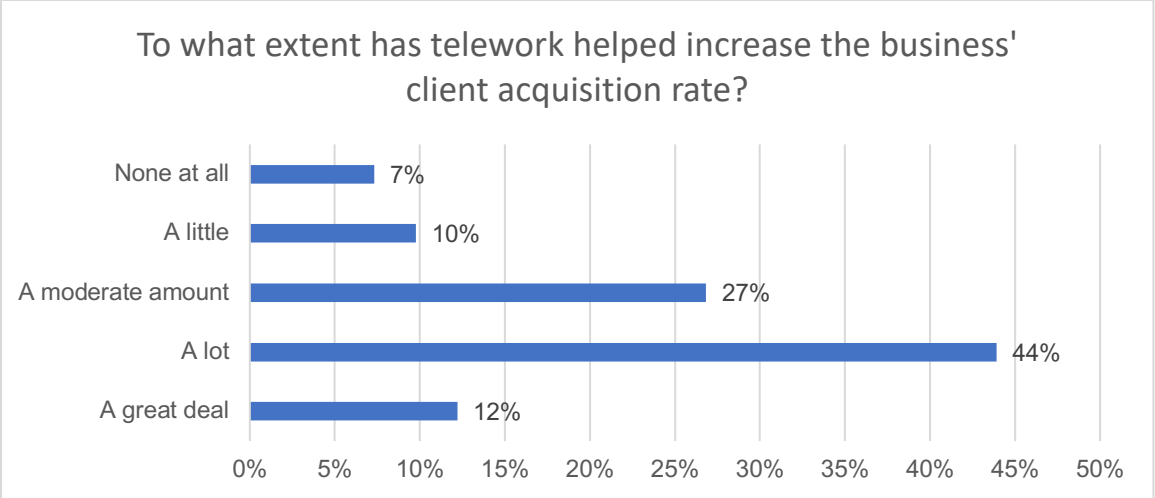


Figure 6: The extent to which telework can help increase a business' client acquisition rate

Figure 6 shows that 56% of respondents believe that offering telework will assist a company to acquire new business, while 37% believe it will assist only a small to moderate amount. The remaining 7% do not feel it helps at all.

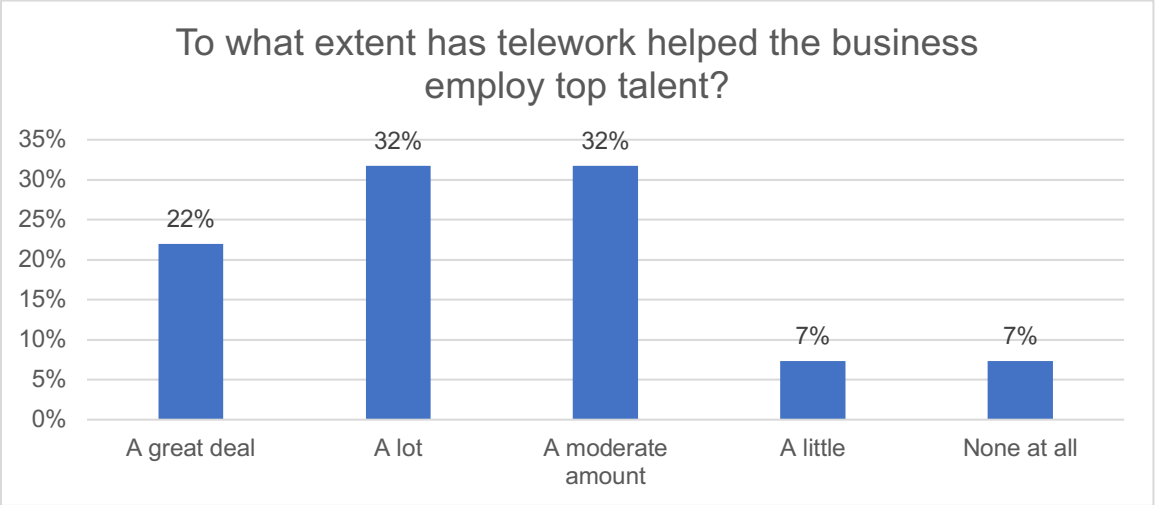


Figure 7: The extent to which telework can help a business employ top talent

Just over half (54%) of managers surveyed believe that offering telework has greatly assisted the business to employ top talent, while 39% believe it has helped but only a little to moderate amount. A further 7% do not believe offering telework has helped at all. These results are favourable regarding SearchKings' potential use of teleworkers to not only expand its operations, but to also employ top talent.

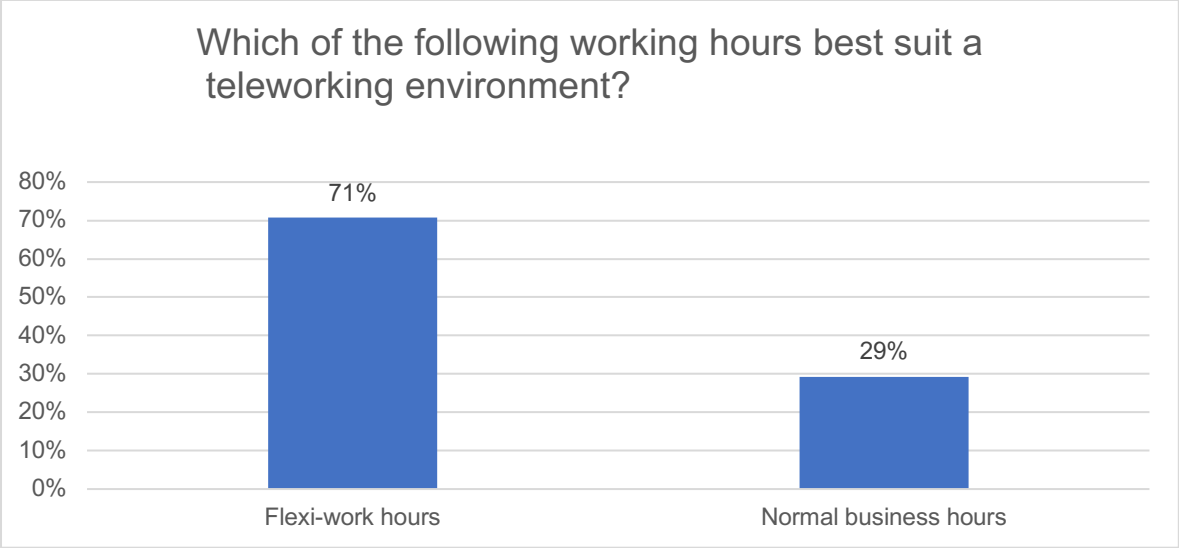


Figure 8: Working hours that best suit a teleworking environment

The above figure shows that 71% of respondents believe flexi-hours best suit teleworkers, compared to 29% who believe that normal business hours are best. This will be used to help design the teleworker's job description going forward.

7.4.2 Data findings

As per the literature, these findings are indicative of the benefits that offering telework could bring to SearchKings, and act as motivators for the implementation of a telework programme. They further highlight areas of leverage that SearchKings can take advantage of. According to Figure 5, 59% of respondents believe that teleworking has greatly helped their businesses retain top employees, which is as per Scandura and Lankau (1997) and Major et al. (2008). Figure 7 further indicates that 54% of respondents believe that offering telework has greatly assisted the business to employ top talent. The data also shows a favourable attitude regarding telework's benefit in terms of client acquisition (56%). These findings should significantly encourage management to use teleworking as an expansion strategy to create a strong presence in Cape Town, adding the feasibility of using such a method to expand.

A key benefit of telework is the flexibility it offers (Di Martino & Wirth, 1990). According to Henard and Szymanski (2001), this can provide more opportunities for networking, innovation and product development. Figure 8 agrees with these findings, as 71% of respondents believe teleworkers should have flexible work schedules. This will be used to inform the work policies of the teleworker.

7.5 The challenges of professional isolation

7.5.1 Data analysis

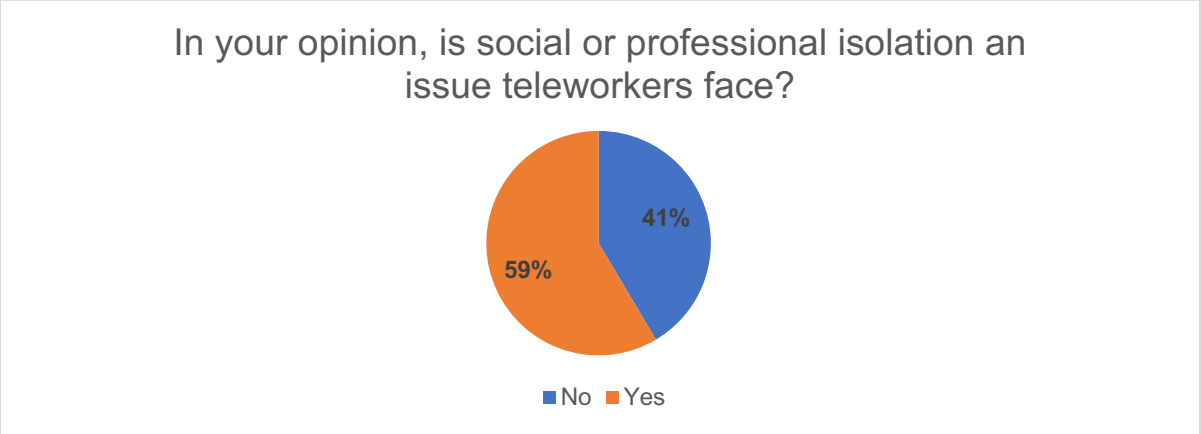


Figure 9: The issue of social or professional isolation

It is evident from Figure 9 that 59% of respondents do believe social or professional isolation is an issue teleworkers face, whereas the remining 41% do not.

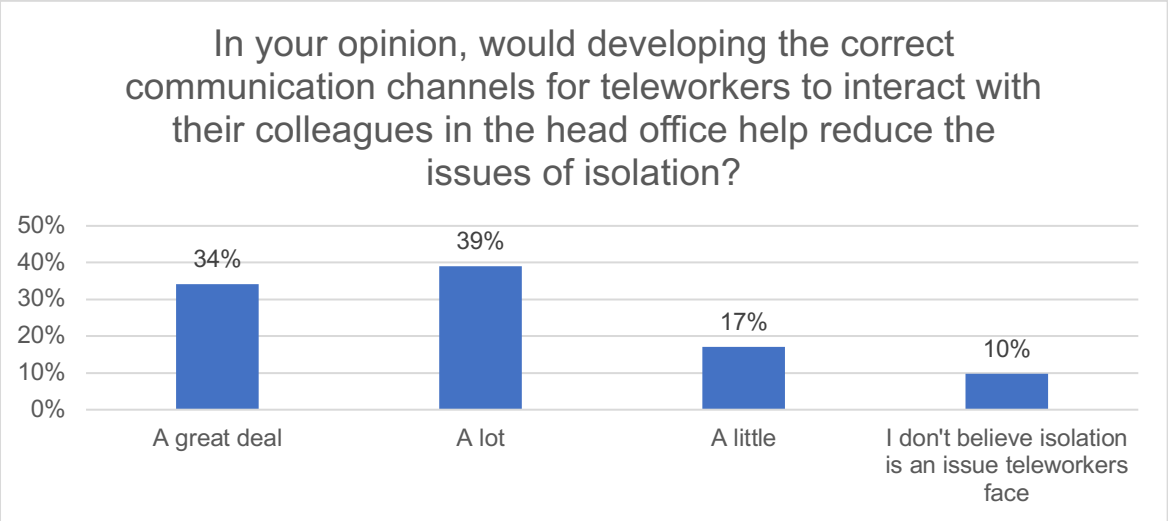


Figure 10: The impact that communication channels have on teleworkers' isolation

The above graph shows that 39% of respondents believe that if a business developed the correct communication channels for teleworkers to interact with their colleagues in the head office, it would help to reduce the issues of isolation a lot. A further 34% believe it would help to reduce the issues of isolation a great deal, 17% believe it would help a little, and 10% of respondents do not believe isolation is an issue teleworkers face.

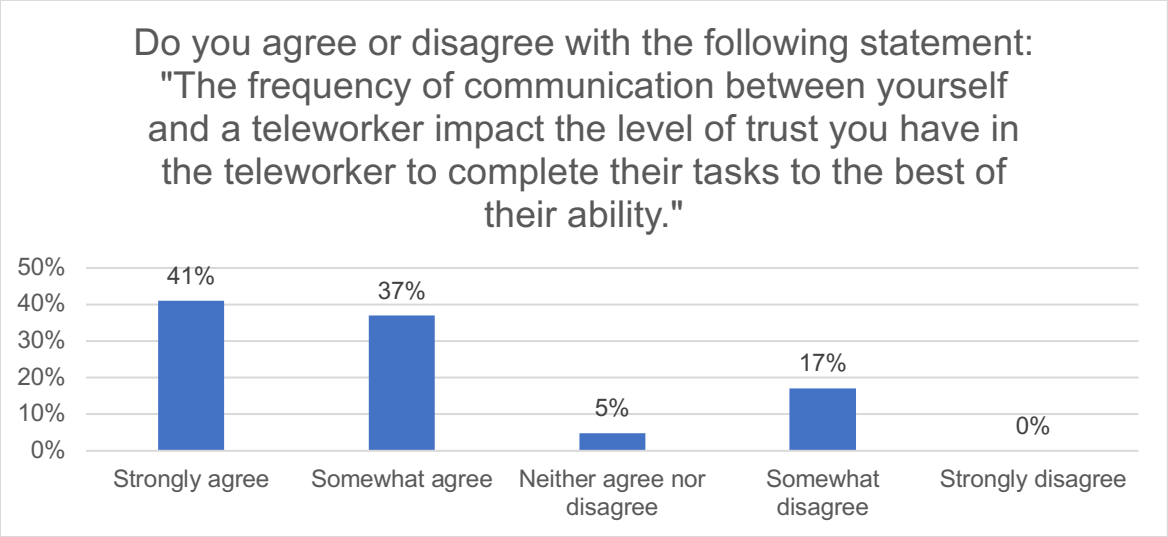


Figure 11: The correlation between trust and frequency of communication between managers and teleworkers

The above table indicates that 41% of respondents strongly agree that the frequency of communication between a manager and a teleworker impacts the level of trust a manager has in the teleworker to complete their tasks to the best of their ability, while 37% somewhat agree. A further 17% somewhat disagree with the statement and 5% are neutral. This supports the idea that design processes and management training are key to encourage frequent communication between teleworkers and their managers.

The relationship between the number of teleworkers in an organisation and the amount of isolation felt by the teleworker.

There was a negative medium strength relationship (-0.362) between the number of teleworkers managed (Question 1) and the respondents' perceptions of teleworkers being impacted by social or professional isolation (Question 11). This relationship was significant at the 95% level.

7.5.2 Data findings

These findings are indicative that managers of teleworkers must design processes that will help avoid teleworkers feeling isolated. The research shows that 63% of the respondents believe that teleworkers suffer from isolation, which is in line with Manoochehri and Pinkerton's findings (2003). As 73% of respondents believe that investment into communication channels would have a substantial impact on

teleworkers' feelings of isolation, this must be highlighted as a key investment area for the development of a teleworking department. This will enable managers to share knowledge and contextual information easier, as per Golden et al. (2008) who argued that teleworkers' performance is impacted if they are unable to receive shared knowledge and contextual information. According to Coenen and Kok (2014), constant interaction between teleworkers and managers will lead to an increase in trust and knowledge sharing. The results of Figure 11 are aligned to this, as 78% of respondents believe that an increase in communication will help managers trust teleworkers to complete a job as expected.

SearchKings Africa's has already invested into technology such their own custom internal communication system, Ease, which allows for constant communication between all employee of the business and which is tailored to the business's specific needs as well investment into other communication technologies which can be seen in SearchKings Arica digital toolbox in Section 5.5. These investments are encouraging to the possibility of implementing telework as the technical system are already in place, showing feasibility on the technological front.

The negative relationship between the number of teleworkers managed and respondents' perceptions of teleworkers being impacted by social or professional isolation may be due to the fact that the more teleworkers a manager manages, the better they get at it and therefore the less isolated teleworkers become. As the programme evolves, it should therefore become easier to manage and result in higher teleworker success rates.

7.6 Managerial implications

7.6.1 Data analysis

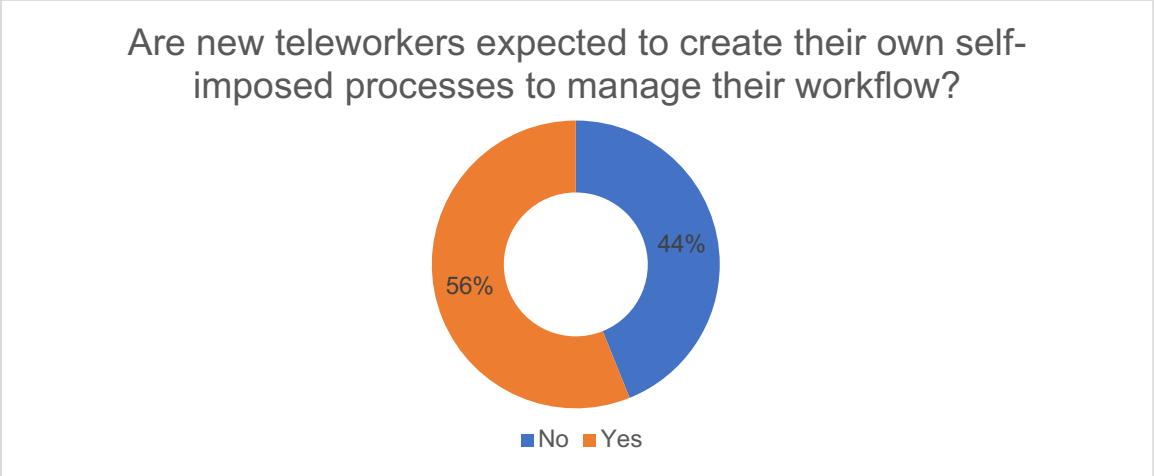


Figure 12: New teleworkers' expectation to create their own self-imposed processes to manage their workflow

Of the respondents, 56% believe teleworkers are expected to create their own self-imposed processes to manage their workflow, compared to 44% who do not.

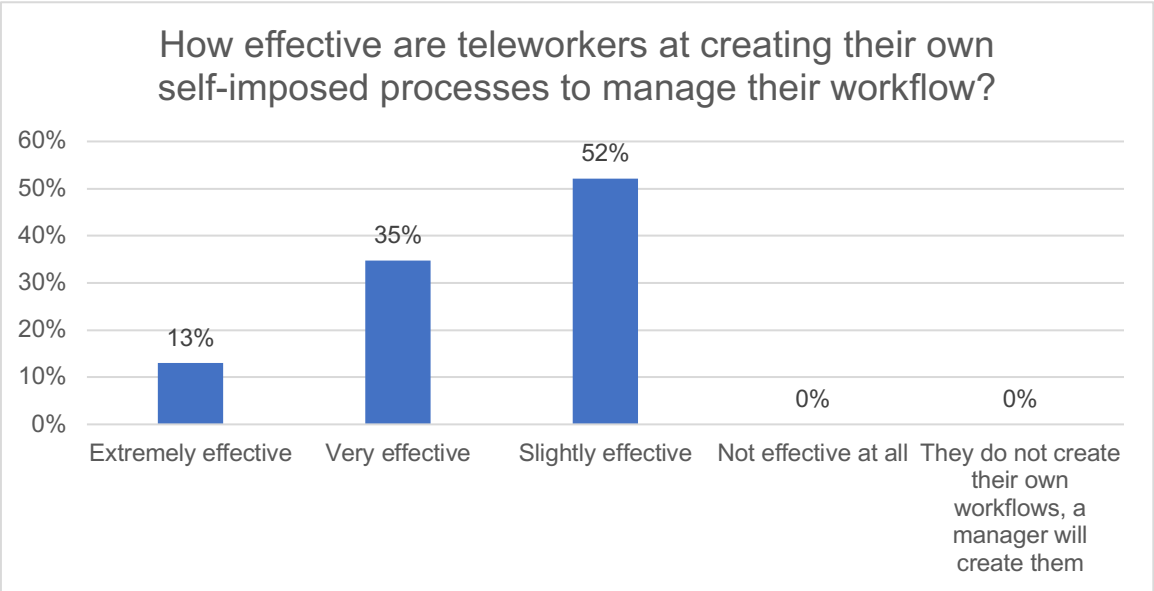


Figure 13: Teleworkers' effectiveness at creating their own self-imposed processes to manage their workflow

Just over half (52%) of respondents believe teleworkers are only slightly effective at creating their own self-imposed processes to manage their workflow, while 35% believe they are very effective and 13% believe they are extremely effective.

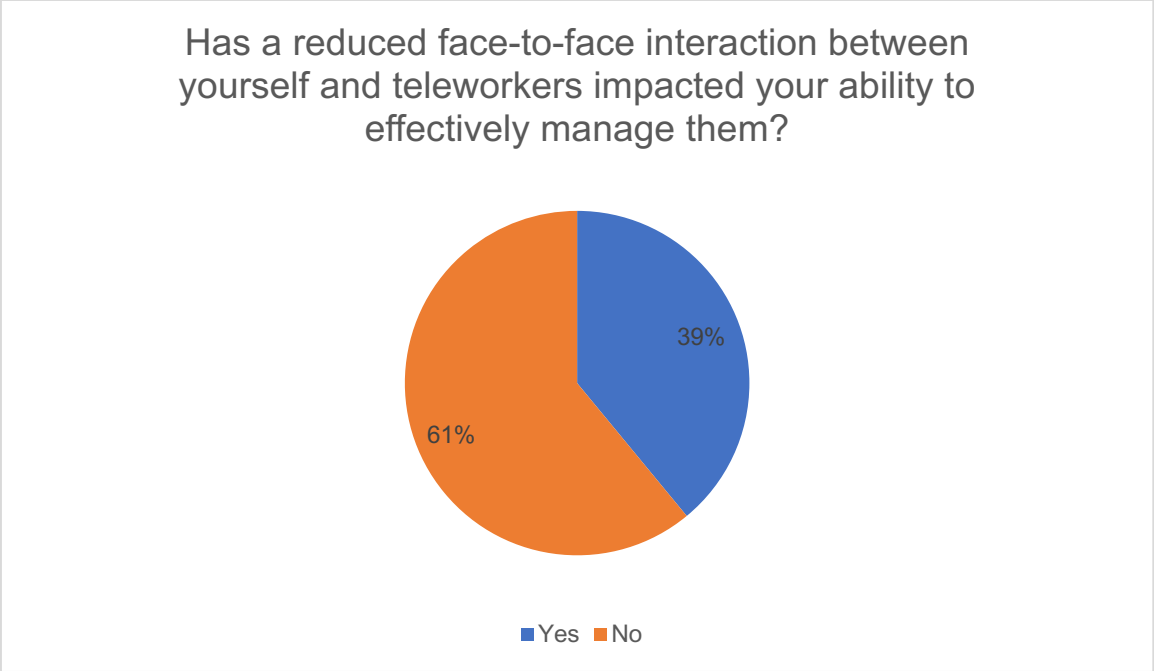


Figure 14: The relationship between reduced face-to-face interaction and the impact it has on the management of teleworkers

Figure 14 shows that 61% of respondents do not think a reduced face-to-face interaction between a manager and teleworkers impacts a manager's ability to effectively manage a teleworker. This will be used as a motivator for telework, as the distance has historically deterred managers from willingly managing teleworkers.

The need for additional training for managers of teleworkers

The management element of a business was found to have a strong positive relationship (0.917) with the performance of teleworkers when additional training is given to managers to manage teleworkers.

The extent to which the teleworkers understand their tasks after an initial briefing by their manager also has a strong positive relationship (0.884) with the performance of teleworkers when additional training is given to managers to manage teleworkers.

7.6.2 Data findings

The data did not show an strong skewness towards teleworkers being expected to create their own self-imposed workflow, but when teleworkers were expected to create their own workflows, more than half the respondents felt teleworkers were only slightly effective at creating their own workflow. This would suggest a need for managers to assist teleworkers to create processes, channels and structures for teleworkers, as per Katz (1987).

According to Bailey et al. (2009), managers are hesitant to manage teleworkers due to the limited face-to-face interactions, yet the data findings contradict this, as the managers do not feel as if reduced face-to-face interaction has impacted their ability to manage teleworkers. This is encouraging and may indicate the evolution of telework, as managers are becoming more comfortable with the additional demands telework introduces, making telework more feasible due to less barriers preventing managers from managing a teleworker effectively.

Additional training for managers of teleworkers is strongly recommended, as the management element of a business impacts teleworkers' success, as does the ability of teleworkers to understand their tasks after an initial briefing by the manager.

7.7 Organisational implications

7.7.1 Data analysis

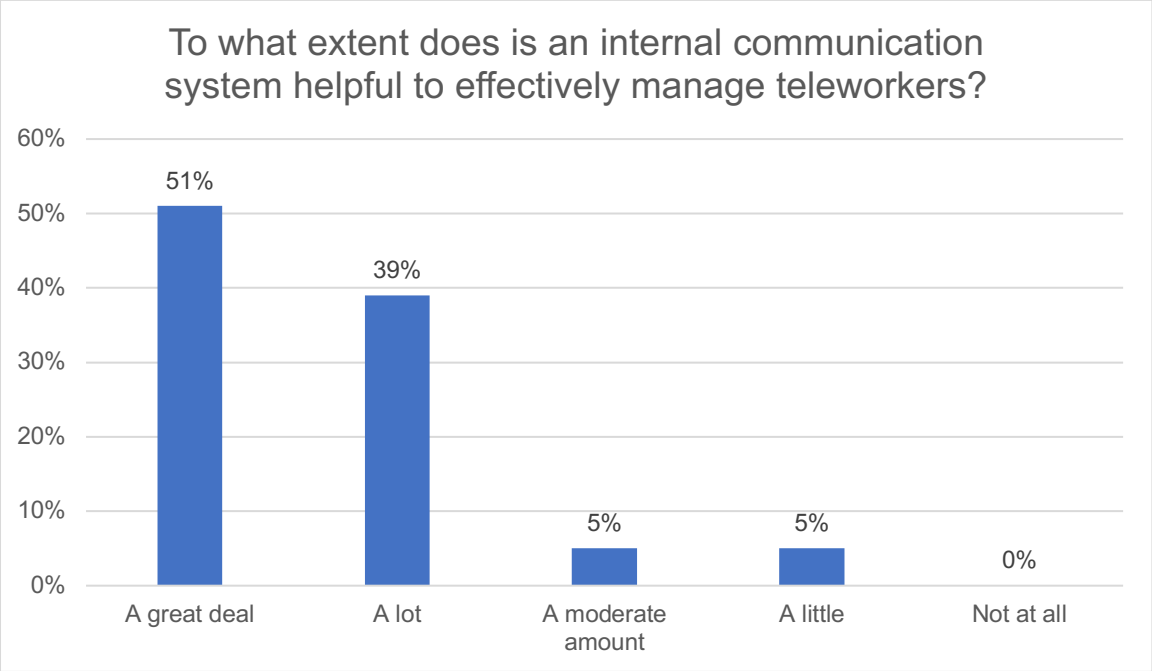


Figure 15: The impact internal communication systems have on managing teleworkers

Of the 47 respondents, 51% believe that an internal communication system is helpful to effectively manage teleworkers a great deal, while 39% of respondents believe it will be help them a lot. The remaining 10% was evenly split between respondents who believe it will help a moderate amount or a little.

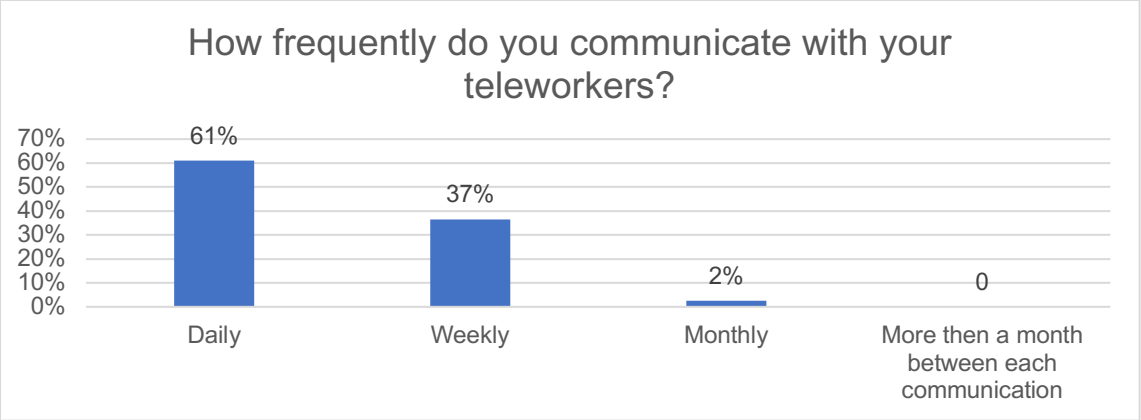


Figure 16: The frequency of communication between managers and teleworkers

The above graph indicates that 61% of respondents communicate with teleworkers on a daily basis, 36.6% communicate on a weekly basis, and the remainder communicate on a monthly basis.

Variety of communication channels

There is a positive medium strength relationship (0.346) between the increase in the variety of communication channels used by the organisation (Question 8) and the extent that an internal communication system help improves the management of teleworkers (Question 19).

In your opinion, which of the following jobs would most likely succeed in a telework environment?

Question	Extremely likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Extremely unlikely
Sales	60,47%	34,88%	2,33%	0,00%	2,33%
Admin	11,90%	33,33%	21,43%	28,57%	4,76%
Technical work	16,67%	33,33%	14,29%	28,57%	7,14%
Consulting	47,62%	40,48%	4,76%	2,38%	4,76%
Back of house work	14,29%	28,57%	26,19%	26,19%	4,76%
Operational work	7,14%	28,57%	26,19%	28,57%	9,52%
Management	16,67%	40,48%	11,90%	16,67%	14,29%

Table 3: Jobs which would best suit teleworkers

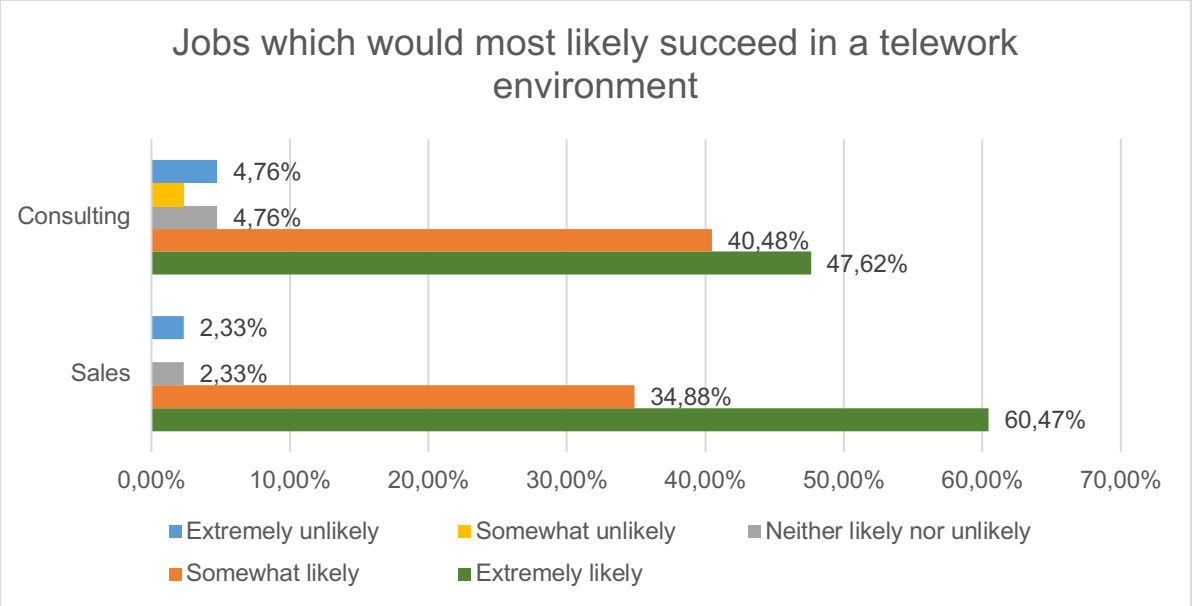


Figure 17: Top two jobs that are extremely likely succeed in a telework environment

The two jobs that have the most alignment with teleworking are sales and consulting; 95.35% of respondents believe salespeople would most likely succeed in a telework environment, while 87.77% of respondents believe consulting would most likely succeed in a telework environment.

7.7.2 Data findings

According to Figure 15, 90% of respondents believe internal communication systems greatly impact the successful management of teleworkers. This was expanded on by Sewell and Taskin (2015), who stated that an internal communication system is a key facilitator of telework, while Wicks (2002) agreed that without an internal communication system, teleworkers will not be able to work as required. The variety of communication channels used by the organisation has a positive medium strength relationship (0.346) with the extent to which an internal communication system helps improves the management of teleworkers. This was supported by Maznevski and Chudoba (2000), who argued that the richer the media is, the more effective the communication between sender and receiver.

According to Golden et al. (2008), managers need to communicate with teleworkers on a frequent basis so that they can reduce misunderstandings and develop shared interpretations and meaning. This is congruent to the data in Figure 16, which indicates that managers mostly interact on a daily or weekly basis.

These findings should encourage SearchKings Africa to place significant emphasis on ensuring the correct systems are invested in and used in their expansion efforts. It is also aligned with SearchKings Africa's key differentiator, Ease, which is a company-specific internal communication system. Ease allows management to not only engage with all departments, but it will also allow for frequent communication between managers and teleworkers.

As far as job types that are aligned to teleworking, a sales or consulting role is best suited. This is positive for SearchKings Africa, which is looking for a sales and client relationship manager for the telework role being proposed.

7.8 Conclusion

The above section has provided key insights into the local market. These will be used to motivate for and design the telework programme for SearchKings Africa, as well as for selecting a teleworker, developing the teleworking policy, educating staff on the organisational and managerial implications of telework, and informing the initial training programme for all managers and teleworkers. These results were favourable and proved feasibility on multiple fronts for SearchKings Africa such as their current investment into technology being suitable for telework, the broadened characteristics needed for a successful teleworker, the increased likelihood of promotion and career progression for a teleworker, the benefits telework offers a business and lastly the alignment between the sale role SearchKings Africa is looking to fill and roles that are successfully used with telework.

Section 8: Action Plan and Recommendations

8.1 Introduction

Based on the above findings showing feasibility for SearchKings Africa to manage and use telework to expand, a telework programme will be recommended based on the literature review, a review of other reports in the area of telework and the digital workplace, a situation analysis of the organisation, and primary data findings from the online survey (see Appendix 1.2). The combination of these elements has provided the basis of a bespoke programme, which is tailored to the current South African environment and SearchKings Africa's capabilities and competencies. The programme framework is based on the recommendations of Deloitte Access Economics (2011), which in turn were based on the telework implantation programme provided by The NSW Roads and Traffic Authority (2009).

8.2 A business case for telework

The first step, according to Deloitte Access Economics (2011), is the development of a business case based on an assessment of the potential costs and benefits of a telework programme.

SearchKings Africa will use teleworkers for sales and client relations only in the Cape Town region. The job description is to find new clients as well as look after existing clients. The role of a salesperson has been motivated by the findings in Figure 17 which indicate a strong alignment between telework and a sales or consultancy role.

The cost benefit analysis below includes set-up, training and hiring costs, which are measured against the potential returns of acquiring new clients and retaining existing clients in the Cape Town region. SearchKings will initially hire one teleworker and then after two years, look to hire another. If the potential benefits outweigh the potential costs, it will motivate the implementation of a telework programme.

8.2.1 Cost Benefit Analysis

Monthly Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Zoom Video Communications *(Appendix 4)*	R210,00	R210,00	R420,00	R420,00	R420,00
G-Suit *(Appendix 9)*	R150,00	R150,00	R300,00	R300,00	R300,00
Rent *(Appendix 11)*	R6 000,00	R6 000,00	R 8 000,00	R 8 000,00	R 8 000,00
Axxess Mobile Internet *(Appendix 6)*	R157,00	R157,00	R314,00	R314,00	R314,00
Stationary	R100,00	R100,00	R200,00	R200,00	R200,00
Food	R2 000,00	R2 000,00	R4 000,00	R4 000,00	R4 000,00
Telephony	R1 500,00	R1 500,00	R3 000,00	R3 000,00	R3 000,00
Travel Allowance	R3 500,00	R3 500,00	R7 000,00	R7 000,00	R7 000,00
Entertainment	R1 500,00	R1 500,00	R3 000,00	R3 000,00	R3 000,00
Online Advertising	R1 500,00	R1 500,00	R1 500,00	R1 500,00	R1 500,00
Microsoft Office 365 *(Appendix 10)*	R119,00	R119,00	R238,00	R238,00	R238,00
Simple Pay *(Appendix 5)*	R172,08	R172,08	R344,16	R344,16	R344,16
Gross Salary with a 10% increase each year	R20 000,00	R22 000,00	R42 000,00	R46 200,00	R50 820,00
Total Monthly Costs	**R36 908,08**	**R38 908,08**	**R70 316,16**	**R74 516,16**	**R79 136,16**
Total Monthly Costs Annualized	**R442 896,96**	**R466 896,96**	**R843 793,92**	**R894 193,92**	**R949 633,92**
Once-off costs					
Laptop *(Appendix 8)*	R18 355,56		R18 355,56		
HP Care Pack *(Appendix 8)*	R887,78		R887,78		
Relocation Allowance	R10 000,00		R10 000,00		
Growing Pains Business Coach *(Appendix 7)*	R8 625,00		R8 625,00		
Office branding allowance	R10 000,00		R -		
Total Once-off Costs	**R47 868,34**	**R0,00**	**R37 868,34**	**R0,00**	**R0,00**
Total Annual Costs	**R472 109,92**	**R466 896,96**	**R881 662,26**	**R894 193,92**	**R949 633,92**
Revenue					
Number of new clients teleworkers need to bring in each yea	6	12	18	24	24
Management fee @ 10% annual increase	R 3 999,00	R 4 398,90	R 4 838,79	R 5 322,67	R 5 854,94
	R 23 994,00	R 52 786,80	R 87 098,22	R 127 744,06	R 140 518,46
Total Revenue	**R 287 928,00**	**R 633 441,60**	**R 1 045 178,64**	**R 1 532 928,67**	**R 1 686 221,54**
Gross Profit Amount	**R (184 181,92)**	**R 166 544,64**	**R 163 516,38**	**R 638 734,75**	**R 736 587,62**
Margin %	-39%	36%	19%	71%	78%

Figure 18: Cost benefit analysis

The assumptions of the above model are:

1. All dollar amounts have been converted at $15 to R1.
2. In the intial year of a teleworker's employment, a performance expectation of only six new clients is acceptable.
3. After the intial year of employment, a performance expectation of only 12 new clients is acceptable.
4. The items used for costing are based on the research findings as well as the literature review and the review of previous reports.
5. An annual 10% increase in salary and management fee.
6. Costing for items bought from known suppliers are based on invoices and pricing (see Appendices 4, 5, 6, 7, 8, 9 and 10).
7. Costings which could not be provided were assumed.
8. Rent will increase from R6000,00 to R8000,00 to acommidate an extra person (Appendix 11)

The above analysis in Figure 18 shows the cost benefit analysis of a telework programme for SearchKings Africa over five years. It includes the hiring of one teleworker in year one, with a second teleworker being hired in year three. The sales expectations of the teleworker is six new clients in the first year and 12 thereafter. This is an overly cautious assumption as SearchKings Africa is currently bringing in on average six new clients a month. The reduced sales target has been given to provide time for the training of both the organisation and the teleworker, as per Section 7.6.2 and research by Igbaria and Guimaraes (1999) and Neufeld and Fang (2005).

Year one sees SearchKings Africa make a loss of R184,181.92, which is largely due to the initial set-up costs and the reduced account acquisition expectation. After the second year, SearchKings Africa makes R483,265.44, which is a 36% cost to revenue margin. This margin increases substantially each year as economies of scale start to take effect on the costs. In year three, a new teleworker is hired and provided with the same set-up costs, training and lenient performance expectation. This results in a profit of only 19% in year 3, after which margins increase substantially to 71% and 78%, proving the long-term benefits and feasibility of teleworking.

8.3 Trial of a pilot programme

According to Deloitte Access Economics (2011), it is advantageous if a business can conduct a telework pilot programme before a formal roll out. This is dependent on the size of the business and telework programme, however.

Unfortunately, SearchKings Africa is too small and has too few resources to support a pilot programme, which is why the teleworkers will have lenient targets in their first year. The first year of employment will also be complemented by training from a professional business coach for both management and the new teleworker. The reasoning for allowing the teleworker to grow into the role is that they will become more proficient and productive over time, as per Butler, Aasheim and Williams (2007).

8.4 Develop a telework policy

A telework policy is essential to ensure all teleworkers understand their roles and responsibilities. This policy will provide information about what will be expected of the teleworkers, what will be provided, what will not be provided, and how their performance will be monitored. The document must be simple and easy to understand, with each teleworker reading it before starting work (Deloitte Access Economics, 2011).

8.4.1 SearchKings Africa's telework policy

8.4.2 Organisational expectations

The first teleworker for SearchKings Africa will be employed for sales and client relations. As the teleworker will be required to communicate on a daily basis with management through the internal communication system, Ease, they will be required to follow the workflow process set up by managers. This will follow SearchKings Africa's standard operating procedures (SOPs) and ensure that teleworkers are working in accordance to the central office in Johannesburg.

8.4.3 What will be provided for the teleworker?

According to the findings in Section 7.1 and research by Pauleen and Yoong (2001), the teleworker will be provided with all the necessary equipment to ensure daily communication with clients and the central office staff, as well as the necessary equipment to perform their jobs as per SearchKings Africa's SOPs. The equipment will ensure rich two-way communication at all times (audio, video and text), sufficient access to Ease, and enough resources to visit and present to a potential or existing client.

These will include:

1. a Zoom video communications account;
2. a SearchKings Africa G-Suite account;
3. an office;
4. stationery;
5. A food allowance;

6. mobile internet;
7. a Microsoft 365 account;
8. entertainment money;
9. initial training by a professional coach;
10. a laptop;
11. a travel allowance for the teleworker to come to Johannesburg once a month;
12. basic online advertising; and
13. office branding.

The above will provide the teleworker with sufficient access to resources to avoid feeling isolated from the central office, and will ensure they can perform their jobs as expected.

8.4.4 What will not be provided for the teleworker?

1. A cellphone.
2. Accommodation.
3. Physical transport.

8.4.5 How will the performance of the teleworker be monitored?

The performance of the teleworker will be measured through performance-based metrics, which will be assessed each quarter by the manager and teleworker and monitored through a KPI system. These KPIs will measure the number of new clients acquired each quarter against their sales targets for that quarter. The KPIs will then measure the teleworker's retention rate of their existing client portfolio, as the teleworker will be required to retain 90% of their client portfolio. The combination of both these metrics will provide the teleworker with tangible goals, which will be used for performance management and training.

8.4.6 What conduct will revoke teleworking entitlements?

Any misconduct which breaks the standard SearchKings Africa employment contract and employment policies will result in a revocation of all teleworking entitlements, as will a repeated failure to meet sales targets and client retention targets for more than three consecutive quarters.

The above has outlined a policy for teleworking as per the research findings in Section 7, the literature review and the review of previous consultancy reports. This will provide transparency to both SearchKings Africa and the teleworker as the programme rolls out. This policy must be adapted as the programme develops and more learnings are accrued.

8.5 Developing an evaluation methodology

New challenges and benefits will be realised as the programme develops, which must be evaluated and analysed to ensure that the telework programme remains beneficial to the business over time (Deloitte Access Economics, 2011). SearchKings Africa will use KPIs to ensure the teleworker is working as expected, and a cost benefit analysis will be performed each year with more accurate and relative data. To ensure the teleworkers remain positive and motivated, senior management will interview each teleworker every quarter to assess their previous quarter's performance, learnings and recommendations, so that processes, policies and/or trainings can be adjusted where needed and where viable. This will be possible due to the small number of teleworkers being managed. The review of the cost benefit analysis, together with a review of the teleworker's experience, will ensure that the teleworker programme will remain positive for both the business and the teleworkers.

8.6 Identify potential teleworkers

As indicated by O'Neill et al. (2009), for a teleworker to have the best chance of success they should display specific traits which are complementary to the dynamics of the telework environment. The research findings in Sections 2, 3 and 7 provided SearchKings Africa with traits which are not only complementary, but which are relevant to the current South African environment.

SearchKings Africa should thus identify a teleworker who displays the following characteristics:

1. Able to work autonomously.
2. Self-motivated.
3. Technologically proficient.
4. Sociable.

5. Have a high need for achievement.
6. Can be managed through performance-based metrics.
7. Adaptable to changes in the telework programme.

As the teleworker will be employed in a sales and client relations role, they will require the following experience:

1. People skills.
2. Sales experience.
3. Experience in digital advertising, if possible in Google Ads.

Using the above criteria, SearchKings Africa will be able to employee someone who best suits the teleworking environment in a sales and client relations role for a digital advertising agency.

8.7 Commencing telework and ongoing monitoring

Once a potential teleworker has been hired or identified from the current employee base, they will spend a month in the Johannesburg office where they will learn the SearchKings Africa system and be trained by Growing Pains Business Coach (see Appendix 7). They will then move to Cape Town where they will set up an office and start work. The cost benefit analysis includes a R3,000.00 per month travel allowance, which will be used either by a manager to visit Cape Town or the teleworker to visit Johannesburg. This will ensure collaboration and a synergy between the teleworker and central office, as well as help reduce any potential feelings of isolation. The business will monitor the progress of the teleworker, their management as well as the business processes on an ongoing basis.

8.8 Conclusion

The above section provided a framework for SearchKings Africa to use when commencing a telework programme. These recommendations were based on previous research as well as research conducted for this report. It must be noted that SearchKings Africa must continuously adapt any learning along the way to ensure that the most optimal results are achieved and that the programme remains profitable.

Section 9: Alternatives to Implementing Telework

The first option would be to not actively invest in any form of expansion, which would require the business to grow organically and maintain its current growth trajectory. It would be less risky and less costly, but the business would grow a lot slower and provide an opportunity for other agencies to saturate the market. This effectively would not satisfy their growth strategy as indicated in the Ansoff Matrix of SearchKings Africa's growth strategy in Figure 1.

The second alternative would be to acquire another advertising agency in Cape Town. This would cost a lot more than a telework expansion strategy and could result in problems often encountered during mergers and acquisitions, including culture fit, excess staff and different SOPs. This would also require the business to find external financing through investment or debt, which would put additional stress on the business. The main benefit would be the acquisition of another company's existing portfolio of clients, which would bring possible synergies given the existing SearchKings Africa technology to manage accounts at scale. Given the financial requirements of this option, as well as the organisation's current staff complement, this option is not viable.

The third option would be to open up a full-service SearchKings Africa branch in Cape Town. This would require a large capital investment and the hiring and training of new staff, and it would be some time before the investment was made back. The business would be increasing its risk exposure and if this did not work, it could collapse both branches. If it did work, it still would not guarantee more benefits than a telework expansion. Again, given the financial requirements of this last option, as well as the organisation's current staff complement and resources, this option is not viable.

Section 10: Potential Unintended Consequences

Staff members in the Johannesburg head office could want to telework, but their skill sets and value to head office might not allow for it. This could cause resentment and result in the staff members leaving.

The business could place too much emphasis on telework and neglect the Johannesburg operation, resulting in a drop in the quality of work and the loss of existing clients.

SearchKings Africa could train up a teleworker to work in Cape Town, however after spending much time, money and resources on that person, they may leave to join another company or may want to come back to Johannesburg.

Section 11. Recommended Topics for Future Research

The current literature shows that a teleworker should have a low need for sociability, however this research found contradictory results. This may mean that the teleworking environment has evolved, however future research should look to definitively understand if this is the case, as it opens up an opportunity for businesses to employ from a larger pool of candidates. It also will present new opportunities and challenges for this type of sociable teleworker. There is also the need for future research to investigate the current assessment of teleworkers' need for achieve made by previous literature as the research conducted by this study contradicted previous findings and found that a high need for achievement is a characteristic of a successful teleworkers rather then a low need for achievement.

Section 12. Conclusion

In conclusion, it is advised that SearchKings Africa goes ahead with the implementation of a telework programme, which will assist the business to expand its national footprint. The costs vs. benefits far outweigh other possible alternatives, which are either too expensive, too resource intensive, or do not satisfy the company's growth strategy. Telework will further provide SearchKings Africa with the first step into a dynamic and flexible workforce, which is becoming a key element in today's competitive work landscape. The business has already invested in the key technological elements that are necessary to implement telework, which would normally be the biggest barrier to such a programme.

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Appendices

Appendix 1: Research instrument

1.1 Cover Letter for survey questionnaire

Dear Participant,

I am a final year MBA student at the University of Witwatersrand Business School (Wits Business School). As part of my MBA, I am consulting for an online advertising agency on the feasibility of expanding its operations through the use of telework.

Telework is a broader term used for any employee who is working at a distance or remotely and does not commute to a central place of work but rather works remotely from places such as their home, via satellite offices, on the road or any place outside the central head office.

You have been identified as a manager of a teleworker. As such, I would be grateful if you would spend a few minutes of your time to answer the following survey.

Survey link: https://wits.eu.qualtrics.com/jfe/form/SV_1zcfDkAonvrNhD7

The final report will be for academic purposes only. All information shared throughout this process will be treated with the highest confidentiality and all responses will be anonymous.

The research study will be conducted under the supervision of Dr. Rob Venter, a lecturer at Wits Business School and Wits University. Please contact me should you have any further questions.

Your help will be greatly appreciated.

Many thanks

Darren Brick

darren@searchkingsafrica.com

1.2 Survey Questionnaire

Managing teleworkers who work at a distance

Start of Block: Managing teleworkers from distance

Q1 How many teleworkers do you manage?

- 1 - 5 teleworkers
- 6 - 10 teleworkers
- 11 - 20 teleworkers
- 21 - 50 teleworkers
- 50+ teleworkers

Q2 How many employees in your company?

- ○ 1 - 5 employees
- ○ 6 - 10 employees
- ○ 11 - 50 employees
- ○ 51 - 100 employees
- ○ 101 - 200 employees
- ○ 200+ employees

Q3 Are new teleworkers expected to create their own self-imposed processes to manage their workflow?

- ○ Yes
- ○ No

Display This Question:

If Are new teleworkers expected to create their own self-imposed processes to manage their workflow? = Yes

Q3.1 How effective are teleworkers at creating their own self-imposed processes to manage their workflow?

- ○ Extremely effective
- ○ Very effective
- ○ Slightly effective
- ○ Not effective at all
- ○ They do not create their own workflows, a manager will create them

Q4 How frequently do you communicate with your teleworkers?

- ○ Daily
- ○ Weekly
- ○ Monthly
- ○ More than a month between each communication

Q5 Do you agree or disagree with the following statement: "The frequency of communication between yourself and a teleworker impacts the level of trust you have in the teleworker to complete their tasks to the best of their ability."

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q6 On a scale of 1 to 5, with 1 being the lowest and 5 being the highest, indicate which of the following characteristics have the biggest impact on the success of a teleworker:

	1	2	3	4	5
Works autonomously	○	○	○	○	○
Sociability	○	○	○	○	○
Self-motivated	○	○	○	○	○
Need for achievement	○	○	○	○	○
Technological proficiency	○	○	○	○	○

Q7 On a scale of 0 to 10, where 10 is the highest and 0 is the lowest, how well do teleworkers conceptually understand their work tasks after the first brief?





0
1
2
3
4
5
6
7
8
9
10

Q8 To what extent do the following elements impact a teleworker's understanding of work tasks?

	A great deal	A lot	A moderate amount	A little	None at all
Frequency of communication from manager	○	○	○	○	○
The variety of communication channels used e.g. email, phone, video, etc.	○	○	○	○	○
The business' investment in technology	○	○	○	○	○
Training	○	○	○	○	○

Q9 In your experience, what is the likelihood of teleworkers getting promotions as opposed to their colleagues who work at the central office?

- ○ More likely
- ○ As likely
- ○ Unlikely
- ○ Extremely unlikely
- ○ It has no impact on their likeliness to get a promotion

Q10 Which of the following working hours best suit a teleworking environment?

- ○ Flexi-work hours
- ○ Normal business hours

Q11 In your opinion, is social or professional isolation an issue teleworkers face?

- ○ Yes
- ○ No

Q12 In your opinion, would developing the correct communication channels for teleworkers to interact with their colleagues in the head office help reduce the issues of isolation?

- ○ A great deal
- ○ A lot
- ○ A little
- ○ I don't believe isolation is an issue teleworkers face

Q13 How well do the following elements of the business you work in support a teleworking environment?

	A great deal	A lot	A moderate amount	A little	None at all
Management	○	○	○	○	○
Culture	○	○	○	○	○
Communication Systems	○	○	○	○	○
Reward structure	○	○	○	○	○
Client locations	○	○	○	○	○

Q14 In your opinion, to what extent has telework helped the business retain employees?

- ○ A great deal
- ○ A lot
- ○ A moderate amount
- ○ A little
- ○ Not at all

Q15 As a manager of teleworkers, were you given additional training to manage teleworkers effectively at a distance?

- ○ Yes
- ○ No

Display This Question:

If As a manager of teleworkers, were you given additional training to manage teleworkers effectively... = Yes

Q15.1 To what extent does this impact the performance of teleworkers you have managed?

- ○ A great deal
- ○ A lot
- ○ A moderate amount
- ○ A little
- ○ None at all

Display This Question:

If As a manager of teleworkers, were you given additional training to manage teleworkers effectively... = No

Q15.2 Do you think additional training would have helped you manage teleworkers with more success?

- ○ Yes
- ○ No

Q16 On a scale of 0 to 10, where 10 is the highest and 0 is the lowest, how important is self-sufficiency for teleworkers to be successful?





0
1
2
3
4
5
6
7
8
9
10

Q17 Has reduced face-to-face interactions between yourself and teleworkers impacted your ability to effectively manage them?

- Yes
- No

Q18 In your opinion, which of the following jobs would most likely succeed in a telework environment?

	Extremely likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Extremely unlikely
Sales	○	○	○	○	○
Admin	○	○	○	○	○
Technical work	○	○	○	○	○
Consulting	○	○	○	○	○
Back of house work	○	○	○	○	○
Operational work	○	○	○	○	○
Management	○	○	○	○	○

Q19 To what extent does an internal communication system helpful to effectively manage teleworkers?

- ○ A great deal
- ○ A lot
- ○ A moderate amount
- ○ A little
- ○ Not at all

Q20 Please indicate the effectiveness of each communication channel from ineffective to extremely effective.

	Extremely effective	Very effective	Moderately effective	Slightly effective	Not effective at all
Video & Audio	○	○	○	○	○
Audio Only	○	○	○	○	○
Email	○	○	○	○	○
Internal Communication System	○	○	○	○	○
Shared calendars	○	○	○	○	○
Task Management System	○	○	○	○	○

Q21 To what extent has telework helped increase the business' client acquisition rate?

- A great deal
- A lot
- A moderate amount
- A little
- None at all

Q22 To what extent has telework helped the business employ top talent?

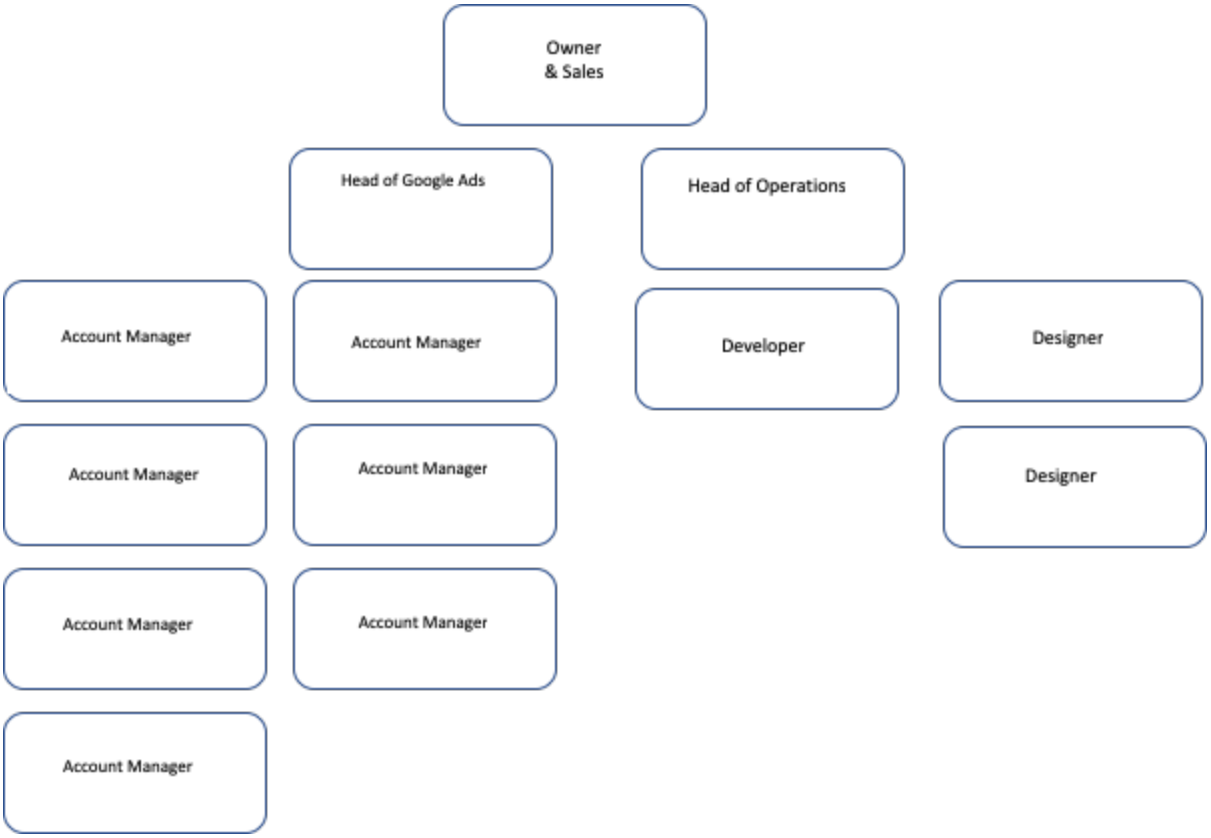
- A great deal
- A lot
- A moderate amount
- A little
- None at all

Q23 As a manager did you have any of the following problems as a result of teleworking? (You may indicate more than one.)

- [ ] Communication was difficult
- [ ] Scheduling meetings were difficult
- [ ] Complaints for co-workers
- [ ] The employee teleworking didn't work the full work times agreed upon
- [ ] The employee teleworking worked too many hours
- [ ] I'm not sure how much work the teleworker accomplished

End of Block: Managing teleworkers from distance

Appendix 2: Company organogram



Appendix 3: Names, skills and roles of each staff member

Name	Role	Skill	Department
Brett Perlstein	CEO	CA (SA) Google Ads Specialist Sales	Sales Google Ads
Darren Brick	Google Ads Director	BCom Marketing PDM Project Management Google Ads Specialist MBA (completing)	Google Ads
David Freedman	Head of Operations	Graphic Design Industrial Design Web Development Google Ads Specialist	Operations
Robert Manthe	Head of Design	Graphic Design	Operations

Jordan Shandler	Head of Training & Development Google Ads Manager	Electrical Engineer Google Ads Specialist	Google Ads
Steve Donzella	Google Ads Manager	Aeronautical engineer Google Ads Specialist	Google Ads
Dustin Hester	Google Ads Manager	Industrial engineer Google Ads Specialist	Google Ads
Adam Stern	Google Ads Manager	BCom Marketing Google Ads Specialist	Google Ads
PJ	Google Ads Manager	BCom Marketing Google Ads Specialist	Google Ads
Kyla	Google Ads Manager	Diploma in Digital Marketing Google Ads Specialist	Google Ads

Peter Magagane	Graphic Designer	Graphic Designer	Operations
Dillian Ramrattan	Developer	Front end and back end developer	Operations
Gabriella Bytenski	Administration and Office manager	Administrative experience	Operations
Harry Chembe	Chef	Chef	-

Appendix 4: Zoom invoice

zoom

INVOICE

Zoom Video Communications Inc.
55 Almaden Blvd, 6th Floor
San Jose, CA 95113
billing@zoom.us

Purchase Order #:

VAT ID:

Zoom W-9

Invoice Date: 03/13/2019
Invoice #: INV06054781
Payment Terms: Due Upon Receipt
Due Date: 03/13/2019
Account Number 549575
Currency: USD
Account Information: SearchKings
94 Athol Road Waverley,
Johannesburg, Gauteng 2192
South Africa

darren@searchkings.za.com

CHARGE DETAILS				
Charge Description	**Service Period**	**Subtotal**	**Tax**	**TOTAL**
Charge Name: Standard Pro Monthly Quantity: 1 Unit Price: $14.99	*03/13/2019-04/12/2019*	*$14.99*	*$0.00*	*$14.99*

INVOICE TOTALS		
	Subtotal:	$14.99
	Total (Including Tax):	$14.99
	Invoice Balance:	$0.00

TRANSACTIONS				
Invoice Total				**$14.99**
Transaction Date	**Transaction Number**	**Transaction Type**	**Description**	**Applied Amount**
03/14/2019	**P-06405243**	**Payment**		($14.99)
			Invoice **Balance**	$0.00

Appendix 5: Simple Pay invoice



Unit E4 Century Square
Heron Crescent
Century City
Cape Town
7441
South Africa

Tel: (011) 568 0721 (9am to 5pm)
e-mail: billing@simplepay.co.za

Reg No: 2008/146927/23
VAT No: 4090269368

TAX INVOICE

Invoice:	130122
Date:	2019-03-06
To:	Search Kings Africa (Pty) Ltd
Banking Details:	First National Bank Account No: 625 55 094 615 Branch code: 250 655 Reference: G26838
VAT Number:	4240267817
Address:	94 Athol Street Waverley Johannesburg

Description	Start	End	Amount
Online Payroll Software			
12 employees @ R13.86 each - Search Kings Africa (Pty) Ltd x 12	2019-03-04	2020-03-03	R 1,995.48
10% discount for annual pre-payment	2019-03-04	2020-03-03	-R 199.55
		VAT @ 15%	R 269.39
		TOTAL	R 2,065.32

Our terms are current and account balances in excess of R 100.00 must be settled (reflecting in our account) within 30 days.

Please only use the reference number G26838 when making payment, without including the invoice number or company name.
Failing to do so will result in an extra admin fee of R50.
Automated payment notification e-mails will no longer be read - please notify us separately if you'd like us to view yours.

Appendix 6: Axxess Mobile-Internet invoice

Axxess DSL (Pty) Ltd.



185 Cape Road
Mill Park
Port Elizabeth
6001

PO Box 70129
The Bridge
Port Elizabeth
6032

Signups & Support 24/7
0861 300 900
0861 300 901
accounts@internet.co.za
Vat #: 4640235711
Reg No: 2006/032552/07

Computer Generated Tax Invoice

Search Kings Africa Pty Ltd

PO BOX 4
Gallo Manor
Sandton
2052

Account No.	Invoice No.	Client VAT	Date Created
072963	INV6882514	4240267817	2019-03-01

Product	Info	Excl	Discount	Vat	Incl
Mobile 3GB	27635061227@axxess	136.52		20.48	157.00
Mobile 3GB	27635061229@axxess	136.52		20.48	157.00
Mobile 3GB	27635061230@axxess	136.52		20.48	157.00
Mobile 3GB	279603000826465@axxess	136.52		20.48	157.00

Appendix 7: Business Coaching invoice

GROWING PAINS BUSINESS COACHING
27 10th Street
Parkhurst
Johannesburg
Gauteng 2193
VAT Number 4960269308



www.growingpains.biz

SearchKings Africa Pty Ltd
Brett Perlstein
94 Athol Street, Waverley
Johannesburg
Gauteng 2024
4240267817 9504005175

Estimate #	D039
Estimate Date	March 17, 2019
PO #	Darren Brick
Estimate Total (ZAR)	**R8,625.00**

Item	Description	Unit Cost	Quantity	Line Total
Coaching	Group executive coaching	7,500.00	1	7,500.00

Subtotal	**7,500.00**
VAT (4960269308) 15%	1,125.00
Estimate Total (ZAR)	**R8,625.00**

Terms
The fine print you should read:

Please do not hesitate to contact me should you have any queries.
Payments outstanding for more than 30 days will be subject to interest.

A rejection fee of 50% of the total will be charged, if client cancels session within 72 hours of due date.

Please state invoice number when depositing payment

Growing Pains Business Coaching is registered for VAT.
This quote excludes 14% VAT.

Banking details:

BRENT SPILKIN
FIRST NATIONAL BANK
Branch: 255355
Account: 624 674 10511

Please settle invoice within 7 days of presentation.
Pretty please - with Cherries on top?

To view your estimate online Go to https://growingpains.freshbooks.com/view/388542BV4xMA6Ku3

Appendix 8: Laptop invoice

2607_Brett_Searchking HP.xlsx

First Technology National (PTY) LTD
Reg. No. 2011/142102/07

26 Augrabies Rd
Waterfall Office Park
Vorna Valley
Midrand, Gauteng

Tel: (011) 790-4400
Fax: (011) 790-4678

Call Centre: 0800 118 480
http://www.firsttech.co.za

To:	**Brett Perlstein**	**From:**	**Milly Mogale**
Company:	**SearchKings**	**E-mail**	**Millym@firsttech.co.za**
Tel No:	**010 140 1132**	**Cell:**	**082463 4960**
Fax No:	**N/A**	**Date:**	**24 July 2018**
Customer E-Mail:	**brett@searchkingsafrica.com**	**Pages:**	**1**
Quote Reference:	**2607_Brett_SearchKings HP**	**CRM:**	

QUOTATION

Code	Product Description	QTY	Unit Price	TOTAL (Excl.VAT)	ETA
	HP Notebook Options				
3JX13EA	HP EliteBook 850 G5 - Intel Core i5-8250U, 8GB 2400MHz DDR4 1D, 256GB PCIe, 15.6" FHD (1980x1080), Webcam, kbd DP Backlit, FPR, No NFC, Intel AC (2x2) +BT, Win 10 Pro 64, 3-3-0, AIR *No 4G*	6	18,355.56	110,133.33	4 Weeks
3FB01AA	HP XMM 7360 LTE-Advance WWAN	6	2,273.44	13,640.67	4 Weeks
U4414E	HP Care Pack - 3 Year Next Business Day Onsite Notebook Only Service	6	887.78	5,326.67	Electronic
	High-end Graphics Option				
2ZC28ES	HP ZB15uG5 i7-8550U 15u G5 / 512GB PCIe NVMe Three Layer Cell / 16GB (1x16GB) DDR4 2400 / W10p64 / ME906S WWAN 4G LTE + / 15.6 FHD AG LED for WWAN for HD Webcam + IR slim / WLAN Intel 8265 ac 2x2 nvP BT 4.2 with 2 Antennas / Fingerprint Sensor / 3yw, AMD Radeon Pro WX3100 4GB	2	25,858.41	51,716.82	4 Weeks
UG840E	HP Care Pack - HP 3 year Next Business Day Onsite plus Defective Media Retention Notebook Only Service	2	1,300.00	2,600.00	Electronic
			Total	R183,417.49	
			VAT	R27,512.62	
			Grand Total	R210,930.11	

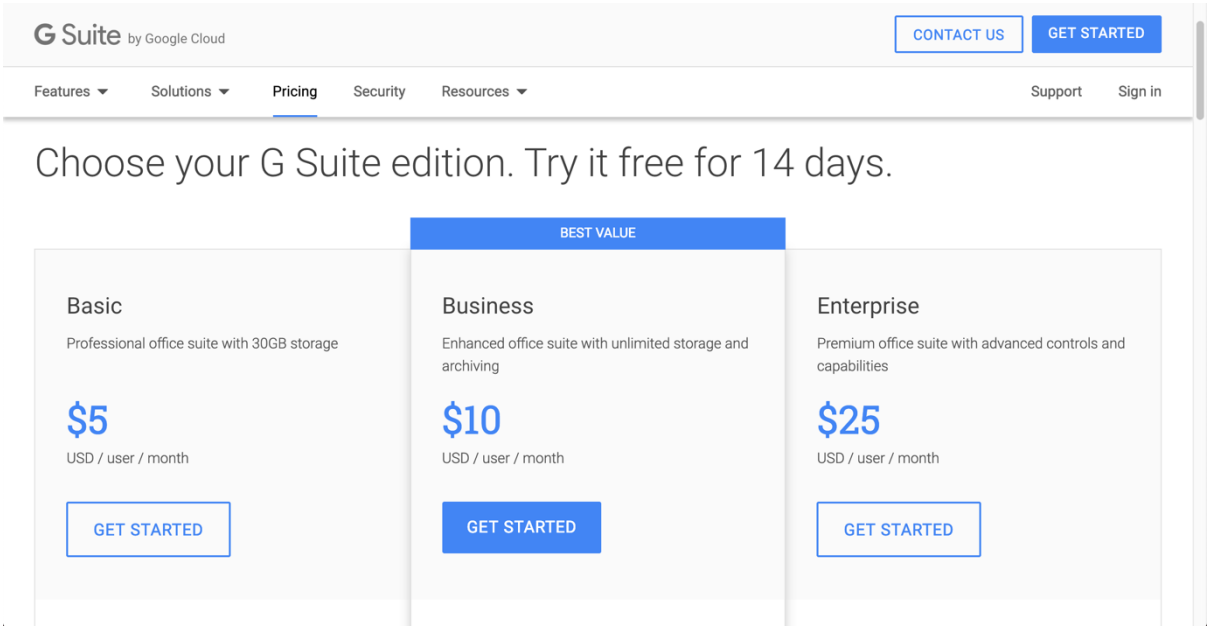
Kind Regards

Key Account Manager - Solutions
First Technology Solutions
Tel: (011) 790-4400

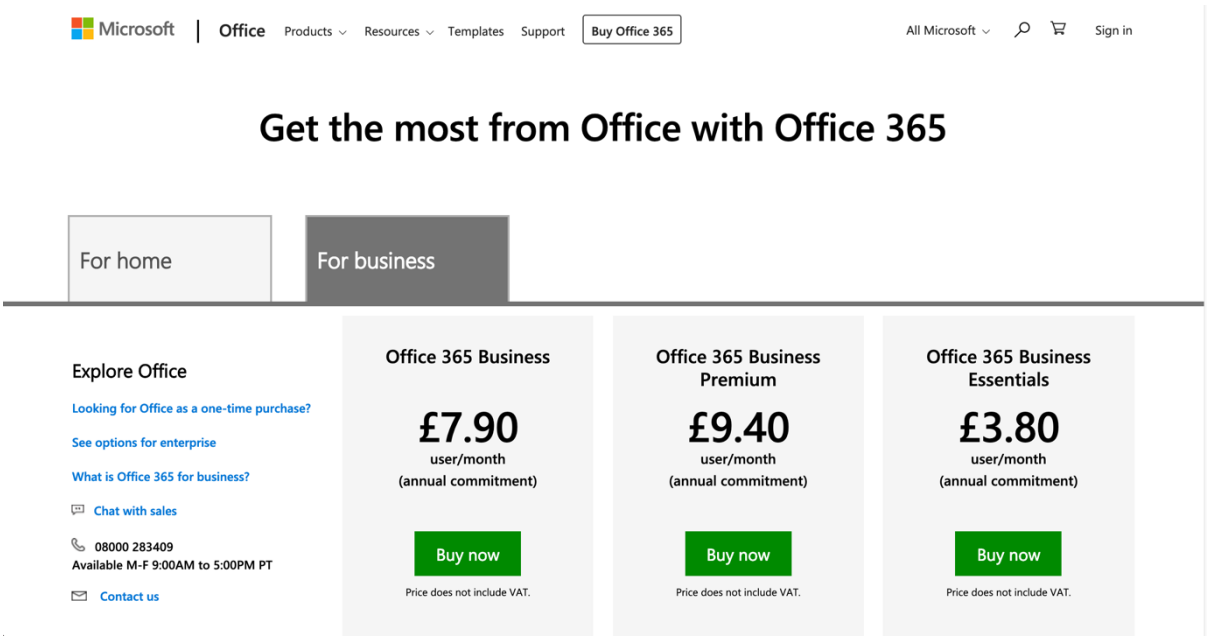
Terms and Conditions

1. E&OE.
2. All orders are to be accompanied by an official order number.
3. Payment is C.O.D unless credit facilities have been applied for.
4. Pricing subject to change in accordance with R$ Exchange rate.
5. Subject to stock availability.
6. Pricing to be confirmed when placing order

Appendix 9: G-Suite Pricing



Appendix 10: Microsoft Office 365 Pricing



Appendix 11: Rental for a 1-person and 2-person office from Cube Workspace

