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The Digital Pivot: Qualitative Insights into Dynamic Capabilities and the Experiences of Remote Workers in Emerging Countries.

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Iscte-Iul

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**BUSINESS
SCHOOL**

Department of Marketing, Strategy & Operations

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Acknowledgments

The year 2022/2023 has been an exciting period of rebuilding, redeveloping, reinventing ourselves, and healing as an integral part of the community we are a part of; in my case, I had to leave the country I called home and embrace my journey here in ISCTE. Though it's not always easy, it's heart-warming to feel the support I have received. Therefore, I'd like to thank everyone who made this journey possible.

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Sincerely,

Rhesya Agustine

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Resumo

Na esteira dos rápidos avanços tecnológicos e do aumento das práticas de trabalho remoto, a compreensão das capacidades dinâmicas das empresas e dos indivíduos tornou-se fundamental. Teece (2007) definiu capacidades dinâmicas como “a capacidade da empresa de integrar, construir e reconfigurar competências internas e externas para lidar com ambientes em rápida mudança”. Tendo como pano de fundo os países emergentes, onde os ecossistemas tecnológicos e as culturas de trabalho estão interligados de forma única, esta investigação investiga profundamente as experiências dos trabalhadores remotos que navegam na paisagem digital.

Utilizando uma abordagem de investigação qualitativa, este estudo realizou entrevistas aprofundadas com trabalhadores remotos em vários setores em países emergentes selecionados. As descobertas revelam nuances intrincadas de como os trabalhadores remotos percebem, se adaptam e influenciam as capacidades dinâmicas dentro dos seus domínios profissionais. Eles lançam luz sobre os desafios, oportunidades e estratégias adaptativas empregadas diante de uma economia digitalizada.

No centro das narrativas está a dualidade de oportunidades e desafios que a era digital apresenta. Embora o trabalho remoto ofereça flexibilidade e acesso sem precedentes aos mercados globais, também exige aprendizagem contínua, adaptabilidade e resiliência. Como enfatizaram Teece, Pisano e Shuen (1997), a essência das capacidades dinâmicas reside em “detectar e então aproveitar novas oportunidades, e manter a competitividade através do aprimoramento, combinação, proteção e, quando necessário, reconfiguração dos ativos intangíveis e tangíveis da empresa”. ."

Este estudo contribui com uma nova perspectiva ao capturar as experiências vividas por trabalhadores remotos em países emergentes, oferecendo insights sobre a aplicação no mundo real e os desafios da teoria das capacidades dinâmicas na era digital. As descobertas têm implicações significativas para estratégias organizacionais, elaboração de políticas e pesquisas futuras sobre modelos sustentáveis de trabalho remoto numa economia digital em constante evolução.

Palavras-chave:

Capacidades Dinâmicas, Trabalho Remoto, Países Emergentes, Economia Digital, Pesquisa Qualitativa, Cultura de Trabalho, Transformação Digital, Estratégias Organizacionais, Adaptabilidade Profissional

JEL Classification System: L2, O3

Abstract

In the wake of rapid technological advancements and the proliferation of remote work practices, understanding the dynamic capabilities of firms and individuals has become crucial. Teece (2007) defines dynamic capabilities as the ability of an enterprise to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. This research focuses on the nuanced experiences of remote workers in emerging countries, exploring how these experiences influence and are influenced by the dynamic capabilities framework.

Utilizing a qualitative research methodology, this study conducted in-depth interviews with remote workers across various sectors in selected emerging nations, including Indonesia, Ukraine, Brazil, China, India, Morocco, and developed countries such as Norway, the UK, and Austria. The findings reveal the intricate ways in which remote workers perceive, adapt to, and shape dynamic capabilities within their professional environments. The research uncovers a duality of opportunities and challenges presented by the digital era. While remote work offers unprecedented flexibility and access to global markets, it also demands continuous learning, adaptability, and resilience.

Significant insights were drawn from the adaptation strategies of educational institutions during the COVID-19 pandemic, as discussed by Renz and Hilbig (2023), highlighting the broader applicability of dynamic capabilities beyond corporate settings. The study underscores the importance of sensing, seizing, and transforming—key dimensions of dynamic capabilities—in navigating the digital landscape. Proficiency in digital tools for collaboration and communication is essential for remote workers to sense opportunities and respond effectively to collaboration needs. Continuous learning and organizational support are pivotal in seizing emerging opportunities, while managing work-life balance and preparing for hybrid work models exemplify the transformation dimension.

This research contributes to the academic discourse by bridging theoretical concepts with empirical evidence, offering a real-world perspective on the application and challenges of dynamic capabilities theory in a digitalized economy. It emphasizes the need for adaptive organizational

strategies and informed policymaking to develop sustainable remote work models. The findings carry profound implications for organizational strategies, policy formulation, and future research on enduring remote work paradigms within the constantly evolving digital economy.

By capturing the lived experiences of remote workers and highlighting the strategic importance of dynamic capabilities, this study provides a foundational blueprint for harnessing the full potential of remote work in emerging markets. It advocates for a symbiotic growth strategy where businesses anticipate and shape change, fostering a resilient, innovative, and forward-looking approach to remote work.

Keywords: Dynamic Capabilities, Remote Work, Emerging Countries, Digital Economy, Qualitative Research, Work Culture, Digital Transformation, Organizational Strategies, Technological Ecosystems, Professional Adaptability

JEL Classification System: L2, O3

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List of Acronyms

4IR - Fourth Industrial Revolution

AI - Artificial Intelligence

CEO – Chief Operating Officer
COVID-19 - Coronavirus Disease 2019

DC - Dynamic Capabilities

EAGLES - Emerging and Growth Leading Economies

GDP - Gross Domestic Product

ICT - Information and Communication Technology

RW - Remote Work/Workers

VR - Virtual Reality

UX - User Experience

SEO - Search Engine Optimization

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CHAPTER 1

Introduction

1.1 Background and Context

The 21st century has been marked by rapid technological advancements that have fundamentally altered the way businesses operate and people work. As Schwab (2016) elucidated, we are in the midst of the Fourth Industrial Revolution, characterized by a blurring of lines between physical, digital, and biological spheres. This convergence is vividly illustrated by the World Economic Forum (2023), which highlights the profound impact of technological progress on society. The Fourth Industrial Revolution represents a fundamental change in the way we live, work, and relate to one another. It is a new chapter in human development, enabled by extraordinary technological advances commensurate with those of the first, second, and third industrial revolutions. These advances merge the physical, digital, and biological worlds, creating both enormous promise and potential peril, and requiring us to rethink how countries develop, how organizations create value, and even what it means to be human.

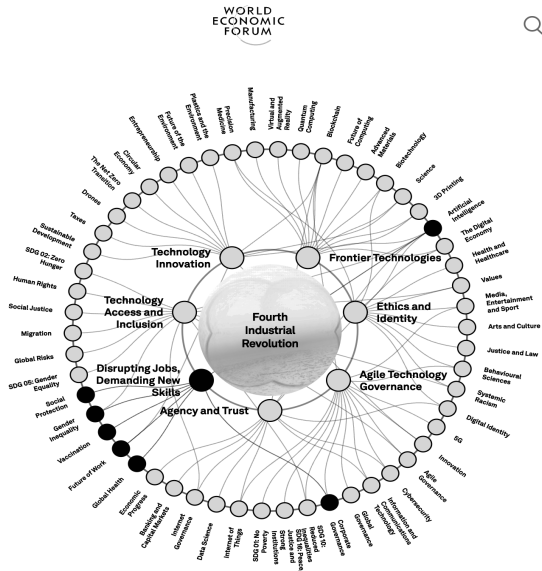
Castells (2001) noted that the rise of the network society, where information flows form the backbone of economic and societal functions, has fostered an environment conducive to remote work. Once an outlier in employment configurations, remote work has burgeoned, propelled not only by technological enablers but also by global events like the COVID-19 pandemic. Brynjolfsson et al. (2020) highlighted that the pandemic fast-tracked a global work-from-home experiment, revealing both its potential and challenges.

For emerging countries, this model presents a double-edged sword. On one hand, it offers access to global markets and mitigates physical infrastructure constraints; on the other, it highlights disparities in digital readiness and socio-cultural adjustments (Bhan, 2020). Amidst these transformations, the concept of dynamic capabilities emerges as crucial for firms navigating this digital pivot. As Teece et al. (1997) articulated, dynamic capabilities enable firms to integrate, build, and reconfigure competencies to address swiftly changing business environments. Understanding how these capabilities are harnessed is crucial in the evolving landscape of remote work.

This study, "The Digital Pivot: Qualitative Insights into Dynamic Capabilities and the Experiences of Remote Workers in Emerging Countries," delves into this critical juncture, seeking to comprehend the intricate relationship between dynamic capabilities and the burgeoning realm of remote work in emerging economies. Battisti et al. (2022) noted that digital information and communication technologies (ICTs) and remote working have increased since the start of the COVID-19 pandemic. Governments' encouragement to work from home has led to remote working becoming a new mode of work (Wang et al., 2021). While remote work used to be the exception, it is increasingly considered by employers (Bamieh & Ziegler, 2022).

In an age where remote work is a necessity, understanding how individuals and organizations adapt and thrive is paramount. Teece (2012) argued that dynamic capabilities (DC) deployment is based on the individual skills and knowledge that employees possess, reinforced by research indicating that the performances of employees at all levels can characterize this deployment (Levinthal & Rerup, 2006; Wilden et al., 2016). This research recognizes that while the landscape of remote work has been extensively charted, the intersection of this phenomenon with the theory of dynamic capabilities, particularly within the context of remote workers and emerging economies, remains largely unexplored. This study aims to fill this void, offering insights critical for developing robust strategies that harness the benefits of remote work while mitigating its challenges through the experience of remote workers. In doing so, it contributes to a deeper understanding of how workers and organizations can flourish in the face of rapid digitalization and global workforce transformation.

Figure 1.1 - The Fourth Industrial Revolutions
(Source World Economic Forum)



1.2 Problem Statement

While developed nations have steadily integrated remote work into their employment models, the narrative is more complex in emerging countries. The interplay of socio-cultural dynamics, technological disparities, and economic considerations positions these nations uniquely within the remote work spectrum (Bhan, 2020). Coupled with this is the growing recognition of dynamic capabilities as instrumental for firms in navigating the capricious digital terrains. As Teece (2007) posited, dynamic capabilities determine a firm's ability to "integrate, build, and reconfigure internal and external competencies" amidst rapid environmental changes. However, a notable gap exists in comprehending how these capabilities intertwine with the experiences of remote workers, particularly in emerging countries.

A thorough review of current academic literature, including journal articles, research papers, and dissertations, has revealed a paucity of studies specifically examining dynamic capabilities and remote work, mostly as separate subjects. The closest research thematically is that of Renz & Hilbig (2023), which investigates the digital transformation of educational institutions within the context of COVID-19 through a dynamic capabilities framework. However, this study does not focus on remote workers' experiences. Although it illuminates the adaptive processes

within the education sector, it does not extend to the broader experience of remote work across various industries.

Assessing the literature reveals a burgeoning interest in the dynamic capabilities required for digital transformation across various domains. Each of these studies contributes valuable insights into the intersection of digital innovation and strategic organizational competencies, yet they differ in focus from this study, "The Digital Pivot: Qualitative Insights into Dynamic Capabilities and the Experiences of Remote Workers in Emerging Countries." Most current academic literature focuses predominantly on enterprises, technology, and industries. However, there is a conspicuous absence of research delving into how dynamic capability frameworks manifest in the daily interactions of individuals with technology, particularly as remote workers.

1.3 Objective of the Study

The primary objective is to explore the relationship between the dynamic capabilities of firms and the experiences of remote workers in the rapidly changing digital landscape of emerging countries. Grounded in Teece's conceptualization of dynamic capabilities, the study aims to unpack how these capabilities allow firms to navigate, adapt, and potentially shape the evolving terrain of remote work.

Firstly, the research seeks to understand how dynamic capabilities manifest within organizations in emerging markets, particularly in the context of the rising prevalence of remote work. It endeavours to determine the strategies these firms employ to sense, seize, and transform opportunities in the digital domain, thereby gaining a competitive edge. Secondly, the study aims to capture the lived experiences of remote workers in these countries, uncovering the challenges and opportunities they encounter, the skills they deem crucial, and how their experiences intertwine with the dynamic capabilities of their employers.

By focusing on emerging countries, the research sheds light on the distinct socio-economic, technological, and cultural nuances that influence remote work practices and the application of dynamic capabilities in these regions. This offers a fresh perspective, given that much of the existing literature on dynamic capabilities and remote work is rooted in developed nations.

In essence, this research bridges the gap between theory and practice, offering valuable insights for organizations, remote workers, and policymakers navigating the complexities of the digital economy in emerging markets.

1.4 Significance of the Study

The significance of the study lies in understanding that digital transformation is reshaping business landscapes and work paradigms at an unprecedented pace. As Teece (2007) remarked, "The competitive advantage of firms rests with how managers have created, transferred, assembled, integrated, and reconfigured internal and external organizational skills and resources." Understanding the dynamic capabilities of firms becomes crucial, especially in the evolving context of remote work.

This research holds significance in several dimensions. While the dynamics of remote work have been explored in various contexts, from ensuring sufficient physical infrastructure and workforce capacity (Winkelman 2022) to the perceived changes in leadership behaviours (Stoker et al., 2021) to the psychological factors (Grant et al., 2013; Battisti et al., 2022), there remains a significant gap in understanding these phenomena through the lens of dynamic capability theory and remote workers, especially within emerging economies. This study endeavours to bridge this gap by investigating how remote workers in these regions utilize and contribute to their organizations' dynamic capabilities, a perspective notably absent in existing literature.

Firstly, it contributes to the theoretical understanding of dynamic capabilities by situating it within the realm of remote work, a domain that has gained unparalleled momentum in recent years. As Teece (2007) noted, "The essence of formulating strategy involves creating a series of unique product market positions." This research elucidates how these strategic formulations manifest in the digital and remote workspaces of emerging markets.

Furthermore, the study offers insights from emerging countries – a context that has been relatively underrepresented in existing literature. The experiences of remote workers in these countries provide a nuanced understanding of the challenges and opportunities endemic to these regions. As Prahalad and Hammond (2002) observed, "Emerging markets represent the final frontier for multinational corporations, a vast reserve of potential consumers and employees."

Lastly, with the digital economy set to contribute even more significantly to global GDP, insights from this research hold immense practical value. They can guide organizations, policymakers, and workers in harnessing the benefits of remote work while navigating its challenges. As Porter and Heppelmann (2014) emphasized, "The digital revolution is moving fast, and it's creating new strategic opportunities."

1.5 Research Scope

The research scope emphasized emerging countries, geographically venturing into Southeast Asia, Africa, Latin America, and Eastern Europe to offer a panoramic view of remote work's impact on dynamic capabilities within these burgeoning markets. Rooted in the framework of dynamic capabilities, as illustrated by Teece et al. (1997), the research examined the agility and strategic responses of organizations amidst the shifting paradigms of remote employment. A qualitative methodology, underpinned by in-depth interviews, was meticulously employed, capturing the rich, multifaceted experiences of remote workers. These narratives illuminated the daily challenges, opportunities, and adaptive strategies within the digital economy, providing insights that resonate with the lived realities of navigating remote work in emerging countries.

The study, reflective of the digital pivot in the post-pandemic era, offered timely insights, particularly relevant against the backdrop of technological advancements and evolving work paradigms. Deliberately focused on traditional employment setups

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CHAPTER 2

Literature Review

2.1 Overview of the Digital Economy

The digital economy is often characterized as the segment of the economy that leverages digital technologies to produce goods, deliver services, and conduct business. It encapsulates a myriad of activities ranging from online retailing to digital financial transactions, all mediated by digital technology. These digital processes and transactions add value to the economy, enhancing efficiency and productivity and creating novel opportunities for innovation.

Brynjolfsson and McAfee (2014) reflect on this era of digital transformation, positioning that “digital technologies are the main drivers of innovation, fuelling progress and ushering in a new age of prosperity.” Historically, the roots of the digital economy can be traced back to the advent of the internet. The late 20th century witnessed a seismic shift with the proliferation of the World Wide Web, marking the first significant milestone for the digital economy (Shapiro & Varian, 1999) This was closely followed by the rise of e-commerce, with companies like Amazon and eBay setting the precedent for online retail. As the years progressed, the late 2000s and early 2010s were pivotal for digital platforms, with giants like Facebook, Google, and Apple transforming the way we communicate, consume information, and interact, indicating a pivotal moment for digital economy (Parker et al, 2016). More recently, the rise of financial technology or 'fintech' has surged, reshaping the financial sector with innovations like digital wallets, online banking, and cryptocurrency, marking yet another evolution within the digital economy (Arner et al, 2016)

Several industries have blossomed within this digital realm. E-commerce, streaming services, digital advertising, cloud computing, and fintech are among the sectors that have experienced meteoric rises. These industries showcase not only robust growth patterns but also the global reach and significance of the digital economy. For instance, streaming platforms like Netflix and Spotify have revolutionized entertainment, offering tailored content to millions across the globe.

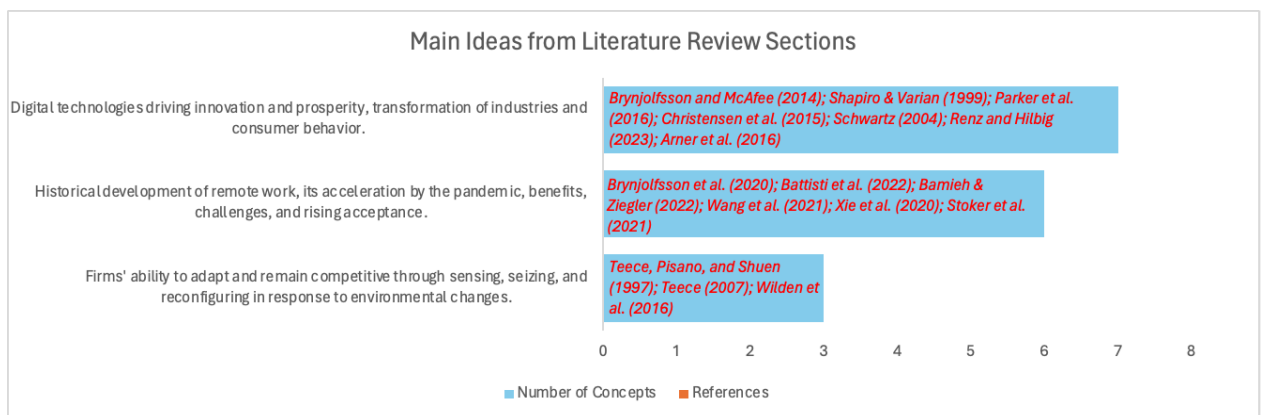
However, the ripples of the digital economy extend beyond these emergent industries. Traditional business models have undergone significant transformations driven by the imperatives

of digitization. Brick-and-mortar stores have expanded their horizons with online counterparts, while service industries leverage digital tools for enhanced customer engagement (Christensen et al, 2015). This digital pivot has revolutionized businesses and profoundly impacted customer behavior, with today’s consumers being more informed and expecting seamless digital experiences, reshaping market competition dynamics (Schwartz, 2004)

Brynjolfsson and McAfee (2014), in their seminal work, "The Second Machine Age," delve deep into the intricacies of this digital transformation. They posit that we're in the midst of an unprecedented era where digital technologies are the drivers of innovation, fuelling progress and ushering in a new age of prosperity. Their insights provide a holistic perspective on the transformative journey of the digital economy, shedding light on its profound implications for the future.

Renz and Hilbig’s (2023) insights contribute an educational dimension to this digital transformation, offering a comparative analysis that illustrates how digital capabilities leveraged during disruptive events like the COVID-19 pandemic are similarly influential across various sectors. This review of the digital economy is not only comprehensive in its examination of the breadth and impact but also harmonizes with Renz and Hilbig’s findings on the digital technology's transformative effects in education, proposing a robust framework for understanding digital transformation across diverse spheres.

Table 2.1 - Summary of Literature on Dynamic Capabilities and Remote Work
(Source references)



2.2 The Rise and Relevance of Remote Work

“Remote working” is a term used to describe working from home or another location outside an office at any time, which involves the increasing use of technology enabling workers to communicate with their workplace and supporting flexible working practices (Grant et al., 2013, Wang et al., 2021). Some authors, studying the technological aspects of remote working, have noted that the success of this new form of work is due to the advantage of technology-based platforms (Gawer and Cusumano, 2014, Iansiti and Levien, 2004). Remote work, while appearing as a contemporary phenomenon, has historical roots stretching back several decades. The concept can be traced back to the 1970s when the term "telecommuting" was coined (Andreev et al., 2010, Hensher et al., 2021). This early form of remote work was largely facilitated by the advent of communication technologies like fax machines (Niles, 1994) and, a bit later, personal computers (Cortada, 2004). These tools allowed employees to perform tasks from home, albeit on a limited scale. The progression of internet technologies in the late 1990s, particularly the ubiquity of broadband, further empowered this trend by enabling seamless communication and data transfer irrespective of geographical barriers. Cairncross (2001) describes the transformative power of communication technologies: "Technological advances in telecommunications have effectively killed distance, shrinking the world and enabling real-time communication across continents." Greenstein & McDevitt (2011) discuss the impact of broadband: "The ubiquity of broadband at the turn of the century revolutionized communication, making it seamless and instant, which in turn enhanced the feasibility of remote work.”

The evolution of remote work was, however, not solely driven by technology. Societal shifts played an equally pivotal role. For instance, as urban centres became increasingly congested, and commutes more time-consuming, the appeal of working from home grew. The desire for better work-life balance and the drive towards a more globalized workforce also propelled the shift towards remote work modalities (Florida and King 2020)

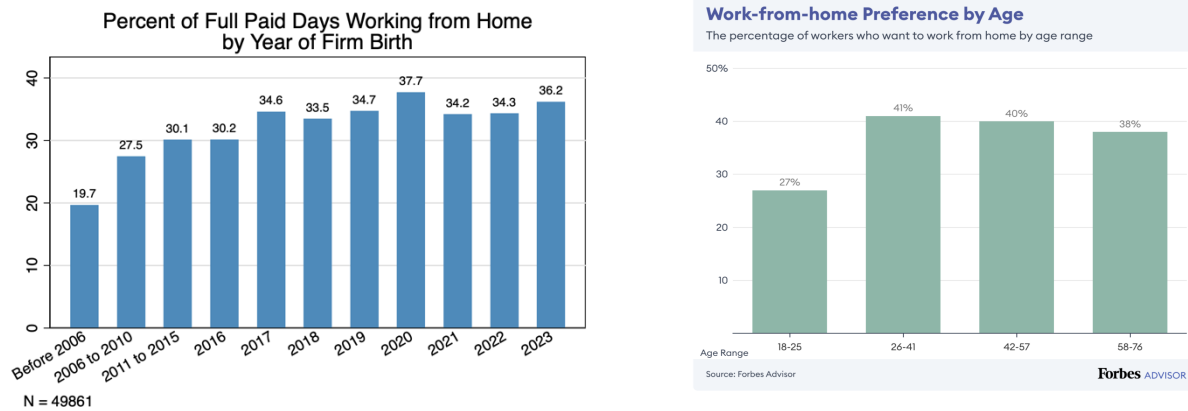
That said, no single event accelerated the trend towards remote work more than the global pandemic of 2020. Kalleberg and Vallas (2021) discuss the pandemic's transformative effects, "The onset of the COVID-19 pandemic in 2020 served as a catalyst for a rapid and unprecedented shift towards remote work, fundamentally altering how work is conducted across global industries". The pandemic has led to crucial economic crises around the world and almost every country faced various kinds of challenges. The healthcare system, education sector, business

functions specially supply chain networks, and the travel and hospitality industry have faced the biggest challenges (González-Torres et al., 2021). The strict government controls to mitigate the impact of the deadly virus led to a workforce crisis in several places also created a disturbance in the manufacturing sectors of many countries and which led to a threatening economic crisis (Gupta et al., 2022). With safety protocols and lockdown measures in place, organizations worldwide were compelled to embrace remote working frameworks. Choudhury et al., (2021) describe the shift to remote work during the pandemic: "The pandemic has accelerated the adoption of geographic flexibility, demonstrating significant gains in productivity when employees are allowed to work from anywhere". This shift, initially perceived as temporary, gradually solidified into a more permanent arrangement for many, showcasing the viability and efficiency of remote operations. Remote work presents a myriad of benefits for both employers and employees. Organizations benefit from reduced overhead costs, access to a broader talent pool, and often, increased productivity.

Employees, on the other hand, enjoy flexible work schedules, eliminated commutes, and an improved work-life balance (Felstead and Henseke, 2017, Florida and King, 2020). Yet, this modality is not devoid of challenges. Remote work can sometimes lead to feelings of isolation, blurred boundaries between professional and personal lives (Golden and Gajendran, 2019) and potential cybersecurity concerns. Recent data and trends underscore the meteoric rise and acceptance of remote work. For instance, surveys post-2020 have shown a significant percentage of the global workforce expressing a preference for remote or hybrid work models, even post-pandemic (McKinsey & Company, 2022, Barrero et al., 2023, Deloitte, 2023) Companies, recognizing the merits and employee preferences, have started announcing flexible work policies, with some even transitioning to being fully remote. McKinsey & Company (2021) states, "Our survey reveals that the pandemic has accelerated the adoption of remote work, with many companies planning to continue hybrid models where employees are allowed to split their time between the office and remote work".

In 'The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies' by Brynjolfsson and McAfee (2014), the authors delve into the transformative impact of digital technologies on the workplace. They emphasize how these technologies are not just tools but catalysts for redefining how businesses operate. One of the key takeaways from their work is the importance of dynamic capabilities in navigating this new digital landscape.

Figure 2.1 - Evolution of Remote Work Over the Years



Remote work, driven by technological advancements and talent acquisition challenges, has significant implications for local economic and community life (Soroui, 2021). The dynamic capabilities of firms, including their ability to adapt to changing work patterns and environments, play a crucial role in facilitating remote work arrangements (Bayer, 2008). However, the growth of remote work is not solely driven by these capabilities, as it is also influenced by factors such as the knowledge economy, flexible employment, and demographic changes (Felstead, 2017). Successful remote work arrangements require specific job characteristics, individual skills, and self-motivation (Olson, 1983). These findings highlight the complex interplay between dynamic capabilities and other factors in explaining the rise of remote work.

2.3 Dynamic Capabilities: Definition & Importance

The realm of strategic management has witnessed numerous theories over the decades, each aiming to elucidate the mechanisms behind firm competitiveness and adaptability. Among these, the theory of dynamic capabilities, propounded by Teece et al (2007) stand out for its profound insight into how firms can thrive in volatile environments. At its core, dynamic capabilities refer to a firm's capacity to purposefully create, extend, or modify its resource base, allowing it to address and harness internal and external transformations.

Central to the theory of dynamic capabilities are its three fundamental pillars. First is the capability to sense opportunities and threats in the environment. This involves scanning, learning, and interpreting signals from the external milieu and understanding how they might impact the organization. The second pillar, seizing opportunities, pertains to the firm's ability to capture the

value from these sensed opportunities, whether through new product offerings, venturing into new markets, or redefining business processes.

Lastly, reconfiguring the firm's resource base emphasizes the importance of continuous internal transformation. As external environments shift, firms need to internally restructure, reallocate resources, and relearn to maintain competitiveness.

In the realm of today's digital economy, the importance of dynamic capabilities cannot be overstated. The pace at which technological advancements are made demands that firms be ever vigilant, ever adaptable, and ever innovative. It's no longer just about having a competitive edge in the present; it's about ensuring that the firm can adapt, evolve, and remain relevant in the face of incessant digital disruptions. In this light, remote workers also play a significant role. As more firms engage in digital transformations and employ remote workforces, understanding how dynamic capabilities can be harnessed in these contexts becomes imperative. After all, remote teams need to sense, seize, and reconfigure just as their on-site counterparts do, if not more.

Teece et al (1997), in their seminal work "Dynamic Capabilities and strategic management," provide an in-depth examination of this concept. Their exploration not only defines the intricacies of dynamic capabilities but also highlights their enduring relevance in a world that's in constant flux. For any firm or individual wishing to navigate the unpredictable waters of the digital economy, their insights offer invaluable guidance.

Figure 2.2 - Theoretical Framework of Dynamic Capabilities

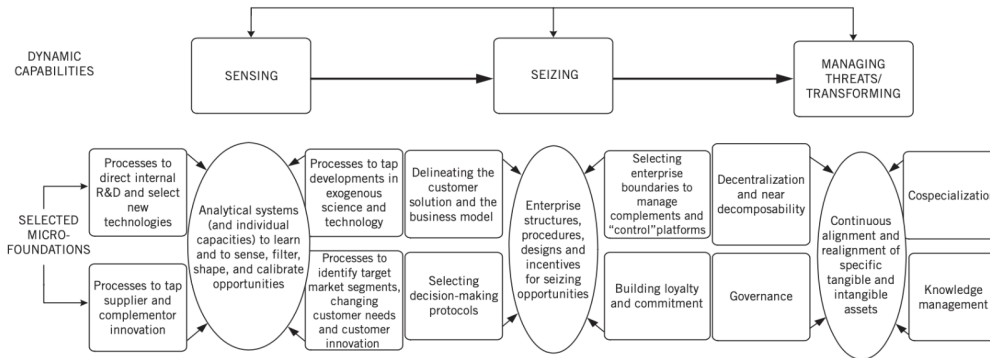


Fig. 1.4. Foundations of dynamic capabilities and business performance

Source: Teece, D. J. (2009). [Image from "Dynamic Capabilities and Strategic Management"]. Oxford University Press. p. 49.

The global landscape of remote work is not homogenous; while many developed countries have seamlessly integrated remote work into their corporate cultures, emerging countries present a nuanced tapestry of opportunities and challenges when it comes to telecommuting. At the heart of these distinctions lie a confluence of technological infrastructure, governmental support, societal norms, and economic motivations.

2.4 Remote Work in Emerging Countries

Developed economies have higher indicators of connectivity and infrastructure in information and communication technologies (ICTs) compared to developing economics, which face increasing digital gaps, even in the cities, in their study titled "Who can work from home? A remote working index for an emerging economy," Astorquiza-Bustos and Quintero-Peña (2023) developed a remote working index for assessing the feasibility of working from home in an emerging economy. Remote working is not only associated with productivity within companies, but also with the reduction of hearing and visual pollution experienced in large cities (Bojovic et al 2020). Emerging economies often grapple with varying levels of technological infrastructure. As noted by the International Telecommunication Union (ITU, 2019) In some regions, there's a stark urban-rural divide in terms of internet connectivity and digital literacy. Cities might be well-connected with high-speed internet, fostering a burgeoning community of digital nomads and remote workers,

while rural areas may still be catching up, not just in terms of infrastructure but also in the skills necessary to thrive in a digital workspace.

Governmental policies and initiatives also play a pivotal role. The World Bank (2020) emphasizes that progressive governments in emerging nations have recognized the potential of remote work to foster economic growth, reduce urban migration, and tap into global markets. Policies that incentivize companies to adopt remote-friendly models, investments in improving digital infrastructure, and training programs to enhance digital literacy can shape the trajectory of remote work in these countries.

However, beyond the tangible realms of technology and policy lies the intangible domain of culture. Hofstede (1980) illustrates how cultural nuances in emerging economies often shape work ethics, communication styles, and attitudes toward remote work. In certain cultures, the traditional office space is more than just a workplace; it's a symbol of prestige and stability. For such societies, embracing remote work might require a paradigm shift in how work and professional success are perceived.

Lastly, economic incentives can't be overlooked. The International Labour Organization (ILO, 2021) points out that remote work opens up global markets for talented individuals in emerging economies, allowing them to offer their services at competitive rates yet earn significantly more than they would in their local job markets. This not only elevates their individual economic status but also brings foreign capital into their home countries.

Yet, it's imperative to understand that these broad strokes might not apply uniformly across all emerging countries. For instance, while a country like India might be seeing a boom in IT-related remote jobs, regions in Africa might be leveraging remote work more in areas of customer service or virtual assistance.

The World Bank's World Development Report 2020 provides a compelling examination of these dynamics. Highlighting how global value chains are increasingly intertwined with digital capabilities, the report underscores the immense potential that remote work holds for emerging economies while also cautioning against the disparities and challenges that need to be addressed. Dynamic capabilities refer to the abilities of firms to adapt to changes, innovate, and renew their resources in fast-changing environments. The dynamic capabilities framework, as analysed by Teece et al (1997), highlights the sources and methods of wealth creation and capture by private enterprise firms operating in environments of rapid technological change. They note, "The

competitive advantage of firms is seen as resting on distinctive process,” (Teece et al, 1997, p.509) underlining the importance unique organizational process in achieving and sustaining competitive advantage. In the context of our study, this theory provides an analytical structure to assess how remote workers, especially in emerging countries, adapt to the swiftly evolving digital landscape, reconfigure their skill sets, and seize new opportunities.

2.5 Theoretical Framework and Conceptual Model

Now, juxtaposing this with the realm of remote work in the digital economy, we can conceptualize a model where in remote workers, as individual entities, possess or develop their dynamic capabilities. These capabilities enable them to sense opportunities (like new job roles, projects, or skill demands), seize these opportunities (by upskilling, networking, or leveraging technology), and transform or reconfigure (adapting to new tools, methodologies, or work cultures) as the digital economy evolves.

Emerging countries present a unique context. The digital infrastructure, socio-cultural attitudes towards remote work, governmental policies, and economic dynamics shape how remote workers in these countries develop and deploy their dynamic capabilities.

To visually represent these concepts and their interrelationships, a conceptual model can be developed. At its core would be the dynamic capabilities of remote workers, surrounded by various influencing factors like technological access, skill development opportunities, policy environment, and cultural nuances. External events, like global economic shifts or pandemics, can be portrayed as forces that further influence this dynamic.

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CHAPTER 3

Research Methodology

3.1 Research Design

The research design serves as the roadmap for the research process, laying out the overall strategy to address the research questions: How do dynamic capabilities influence the experiences of remote workers in emerging countries, and how do these experiences, in turn, impact the development and application of dynamic capabilities in organizations? This study's design ensures the collection of relevant evidence and supports the subsequent interpretation of the results.

A qualitative research design has been adopted for this study, stemming from the aim to delve deep into the subjective experiences, perceptions, and narratives of remote workers. As Creswell (2014) articulates, "Qualitative research is best suited to address a research problem in which you do not know the variables and need to explore." This approach captures the richness and depth of participants' lived realities.

Qualitative research emphasizes the understanding of phenomena from the participants' perspectives, focusing on experiences, behaviours, and attitudes rather than numerical data Merriam & Tisdell (2015). As in quantitative studies, qualitative research seeks to interpret the complex interplay of experiences, behaviours, and attitudes. Given the exploratory nature of this research, such an approach is apt to unravel the intricate nuances of remote workers' experiences in emerging countries, especially in relation to dynamic capabilities.

The chosen research methods under this design include in-depth interviews, facilitating open-ended discussions Yin (2018). These methods allow for free-flowing exploration, enabling participants to share detailed accounts of their experiences, challenges, strategies, and perceptions in the evolving digital economy. In this sharing, participants are directed by the interview guide that was developed from the research objective.

In practice, this means engaging with a purposively selected sample of remote workers from various sectors in emerging countries. This interview guide, anchored by the research objectives, was developed to steer the conversations while allowing the flexibility for participants to bring up unanticipated but relevant insights.

Furthermore, the research setting is naturalistic. Instead of creating a controlled environment, interviews and discussions were conducted in environments familiar to the participants—whether it's their homes, co-working spaces, or virtual platforms. This ensures comfort and encourages open, candid sharing.

The data gathered was subjected to thematic analysis, where patterns, themes, and categories were aligned with the study's objectives (Braun & Clarke, 2006). This iterative process involves transcription, coding, and interpretation, ensuring a systematic and comprehensive understanding of the collected data.

In essence, the research design for this study is holistic and interpretive, aiming to capture the multifaceted experiences of remote workers in emerging countries and how dynamic capabilities play out in their professional lives.

3.2 Research Participants

The target participants for this research encompasses remote workers and entrepreneurs from emerging countries who are actively participating in the digital economy. Their unique experiences, influenced by their socio-economic, cultural, and technological environments, serve as rich sources of insight for this study. Patton (2015) notes the importance of understanding the complexity of the environment in which individuals operate, stating “The qualitative inquiry is heavily dependent on the context and the individuals which data are collected.”

Given the vastness and diversity of emerging countries, it becomes pivotal to have a well-defined sampling strategy to capture representative experiences and narratives. For this study, the aforementioned purposive sampling strategy was chosen. According to Creswell and Poth (2018) purposive sampling “allows the researcher to select participants that are especially knowledgeable about or experienced with a phenomenon of interest” It is particularly useful when researchers intend to understand a phenomenon in-depth from a particular perspective.

The sample comprised 13 remote workers aged 20-45, spanning various sectors across emerging economies, proficient with modern digital technologies and practices. This demographic diversity aligns with the study's aims to capture a breadth of experiences and perspectives (Creswell & Poth, 2018). Additionally, interviews with four seasoned entrepreneurs, aged 33-54, offered an organizational view on dynamic capabilities, providing insights into strategic adaptations to the digital economy's evolution (Yin, 2018).

Efforts to ensure a balanced representation across gender, professional background, and experience lengths were crucial to reflect the spectrum of remote work phenomena. Although purposive sampling provides depth, it may limit a panoramic view of the population. However, the rich qualitative insights gleaned are anticipated to significantly contribute to understanding remote work's dynamics and entrepreneurship in the context of emerging digital economies (Creswell & Poth 2018).

In deciding the number of participants interviewed for the study we draw on established research within the field of qualitative inquiry to ensure rigor and validity. Guest et al (2006) provide pivotal insights into data saturation, demonstrating that saturation often occurs within the first 12 interviews, with basic elements for meta-themes emerging as early as six interviews. This evidence supports the decision to engage 13 remote workers and 4 entrepreneurs, ensuring a diverse representation while reaching saturation to ensure robust thematic analysis.

Moreover, the inclusion of participants from both emerging and developed economies enriches the comparative aspect of the study, allowing for a nuanced exploration of dynamic capabilities across different economic contexts. This selection aligns with the methodological guidance from Morse (1994) and Patton (2015), who emphasize the importance of the research scope and objectives in determining sample size. Morse advocates for a strategic approach tailored to the study's goals, while Patton highlights the efficacy of purposeful sampling to capture deep insights from key informants. Thus, the composition of our sample, combining insights from remote workers in various stages of their careers and entrepreneurs who intersect significantly with dynamic capabilities in digital settings, is meticulously designed to generate valuable and actionable findings that reflect the complex dynamics of remote work in a globalized digital economy.

3.3 Data Collection Techniques

In-depth interviews served as the primary data collection technique. According to Rubin and Rubin (2012), in-depth interviews are qualitative research methods “designed to elicit a vivid picture of a participant's perspective on the research topic,” providing an avenue to explore thoughts, feelings, beliefs, and experiences in detail.

The selection of the in-depth interviews methodology within this study is intended to allow us to delve deeply into the rich experiences of remote workers in emerging countries, guided by a comprehensive structure and process. At the onset, preparation involved the development of a

structured interview guide containing open-ended questions that cater to the objectives of the research. Kvale and Brinkman (2009) emphasize that the guide should act as a flexible framework, ensuring that all relevant topics are covered while also allowing the conversation to flow naturally. Employing a purposive sampling strategy, as Patton (2015) notes, ensures that the selected participants offer diverse and rich perspectives, aligning their experiences and insights with the research objectives. The setting for these interviews was thoughtfully chosen to provide a distraction-free environment to encourage participants to express themselves freely. Lo Lacono et al (2016) emphasize the importance of the interview setting in qualitative research, stating that “the environment in which an interview is conducted can significantly impact the quality of data collected.” Given the focus on remote workers from diverse geographies, interviews were conducted using digital platforms like Zoom, Skype, and Google Meets.

Archibald et al (2019) discusses the practicality of using video conferencing tools like zoom for qualitative interviews, emphasizing their effectiveness in maintaining the depth and quality of conversation across geographic distances.

The initial moments of each interview were dedicated to building rapport with the participants. This is crucial to ensure that each participant feels comfortable sharing personal experiences and opinions. Seidman (2013) underscores the significance of building rapport to facilitate open and honest communication, which is the foundation for the richness of qualitative data collected. During the interviews, the researcher, guided by the interview guide, engages participants with open-ended questions, allowing participants to share their stories, feelings, and perspectives. Rubin and Rubin (2012) advocate for the use of open-ended questions in qualitative interviews to elicit detailed and meaningful responses from participants, enabling a more profound exploration of their experiences. Probing questions were used to delve deeper or clarify specific points where appropriate.

Rubin and Rubin also emphasize the importance of utilizing such probing questions to explore topics in greater depth or to clarify certain points, which enriches the data collected (Rubin & Rubin, 2012). With the permission and consent of participants, interviews were video-recorded. This ensured accurate data capture and facilitated the transcription process. Note-taking was also employed as needed to capture non-verbal cues and initial impressions. Kvale and Brinkmann (2009) highlight the necessity of recording interview to thoroughly investigate the research topics.

Each interview lasted between 60 to 90 minutes, providing ample time to explore the research topics in depth.

This recommendation aligns with Rubin and Rubin’s (2012) suggestion that sufficient time should be allocated to each interview to thoroughly investigate the research topics. At the end of each interview, participants were thanked for their contribution and briefed about the next steps in the research process and how the data would be used. Seidman (2013) notes the importance of properly closing the interview, ensuring participants are aware of how their data will contribute to the research. The transcription of video recordings into verbatim text format followed and the resulting transcripts served as the primary data for subsequent analysis. This meticulous process, as described by Kvale and Brinkmann (2009), is critical for a comprehensive understanding of the data collected, and lays the groundwork for the thematic analysis. Through this structured yet flexible approach, the study aims to capture the nuanced experiences of remote workers, offering invaluable insights into the dynamic of remote work within the digital economies of emerging countries.

Figure 3 Research Methodology Flowcharts



The flowchart includes three main components: 3.1 Recruitment Process, 3.2 Data Collection Process, and 3.4 Data Analysis Procedure, visually illustrating the methodological steps from participant selection to thematic analysis of the data.

Seidman (2013) explains that through these interviews, researchers can “explore the depth of people’s experiences.” This method allows for the flexibility to explore unexpected or tangential topics and insights that emerge during the conversations while benefitting from the dynamic nature of qualitative inquiry where “new paths of discovery are opened up based on what the interviewee says” (Seidman, 2013, p. 9)

In conclusion, in-depth interviews are an apt choice for this research as they will provide a comprehensive and nuanced understanding of the experiences of remote workers and entrepreneurs in the digital economy of emerging countries. Seidman's (2013) insights underscore the value of this approach in uncovering the intricacies of personal experiences and motivations, making them a powerful tool in qualitative research.

3.4 Data Analysis Procedures

The theoretical framework serves as the backbone of a research study, offering a lens through which the phenomena under investigation can be understood and interpreted. For this research, the central theoretical framework revolves around the concept of dynamic capabilities, as primarily proposed by Teece et al (1997)

In the realm of qualitative research, where the objective is often to understand and interpret human experiences, thematic analysis stands out as a preferred methodology. Braun and Clarke (2006) describe thematic analysis as “a method for identifying, analysing, and offering insights into patterns of meaning (themes) across a dataset,” making it suitable for analysis of the in-depth interviews conducted for this study.

Upon collecting the data, the first phase of analysis, known as familiarization, commences. Familiarization is the stage where the researcher immerses themselves in the data by meticulously reading and re-reading the interview transcripts (Braun and Clarke, 2006). This immersion facilitates a deep understanding of the content's nuances and allows preliminary ideas and patterns to be noted for further exploration. The next phase involves generating initial codes from the raw data, a process Braun and Clarke (2006) define as categorizing segments of data with meaningful labels that capture their essence. These segments, or codes, are essentially labels that capture the essence of the data. For instance, a respondent's mention of "flexibility in working hours" might be coded as "work flexibility."

Following coding, the focus shifts to searching for themes. Here, related codes are grouped together, weaving a broader narrative or theme. Braun and Clarke (2006) emphasize this transition from micro insights (codes) to macro understandings (themes) as central to thematic analysis, enabling researchers to weave individual codes into comprehensive themes. For instance, grouping "work flexibility," "freedom to choose work location," and "balanced work-life" might converge into a broader theme like "benefits of remote work."

However, the process doesn't end there. Themes undergo refinement to ensure coherence and distinctiveness, a critically evaluative step in the thematic analysis process (Braun & Clarke, 2006). Subsequent phases involve defining and naming finalized themes, fine-tuning them to accurately reflect the data's insights. For example, the theme "benefits of remote work" might be refined to "advantages of digital work flexibility."

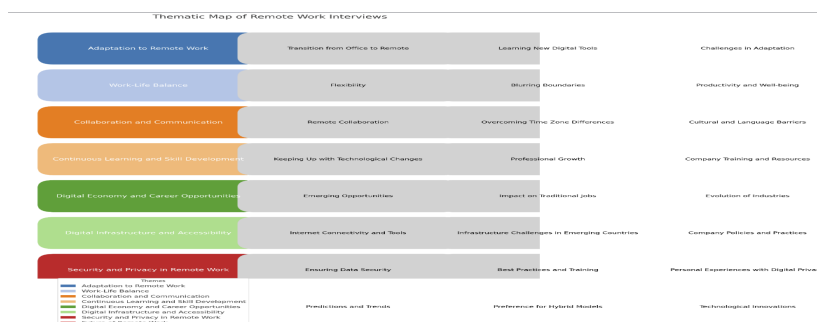
The culmination of this process is the writing of the report, where the analytical narrative is detailed, supported by data extracts that evidence each theme (Braun & Clarke, 2006). It's where the insights come alive, offering readers a deep dive into the research's findings.

Qualitative data software such as ATLAS.ti, and even Microsoft Excel were utilized for their robust data organization and thematic coding capabilities, which are particularly useful for qualitative analysis. Excel, known for its versatility, can also be valuable, especially for researchers familiar with its interface (Paulus et al, 2014). Additionally, the use of Python for data analysis is becoming increasingly common, as it offers powerful libraries and tools that can automate and enhance qualitative data analysis processes, allowing for more sophisticated data manipulation and thematic exploration.

To ensure robustness in the analysis, validity techniques such as inter-coder reliability, reflexive journaling, and member checking were employed. These techniques serve to enrich the analysis, adding layers of verification and ensuring that the findings resonate with authenticity and depth (Nowell et al, 2017). The integration of these various software tools and methodological techniques supports a comprehensive and trustworthy analysis.

In summary, through the structured yet flexible lens of thematic analysis, this research aspires to distil the rich narratives of remote workers and entrepreneurs, capturing the multifaceted essence of the digital shift in emerging countries.

Figure 3.4.1 - Key themes and Subthemes Identified During Data Analysis



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CHAPTER 4

Results and Discussion

4.1 Demographics of Participants

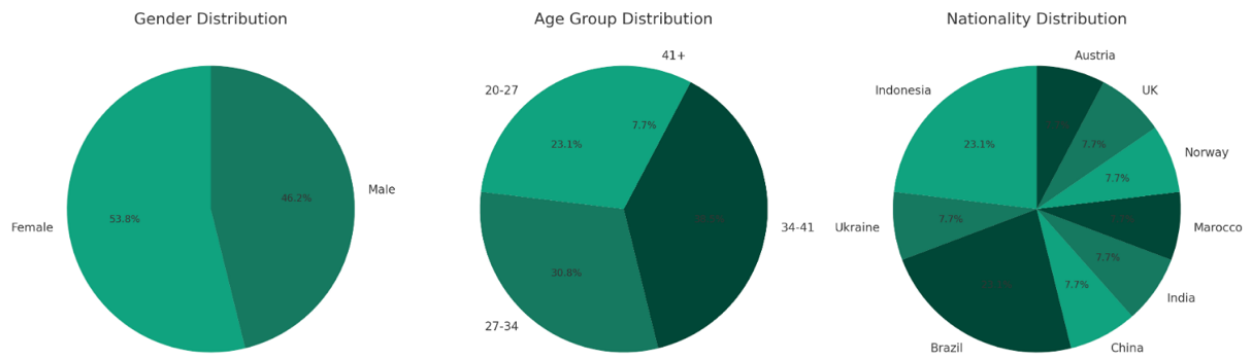
The recruitment of 13 remote workers for this study, spanning various professional backgrounds and ensuring at least one year of full-time remote employment, was pivotal in gaining a comprehensive understanding of dynamic capabilities within remote work contexts. The age distribution within the group reflects a breadth of life stages and digital integration experiences: three individuals between 20-27, four in the 27-34 range, five between 34-41, and one above the age of 41. This demographic spread highlights a workforce competent in digital practices, suggestive of dynamic capabilities that have matured alongside rapid technological advancements.

Geographically, the study boasted a rich tapestry of nationalities, bringing forth perspectives from across the globe. The participants hailed from Indonesia (3), Ukraine (1), Brazil (3), China (1), India (1), Morocco (1), Norway (1), the UK (1), and Austria (1), offering a snapshot of the global digital workforce's expansive reach. These diverse insights allowed for a nuanced exploration of the challenges and opportunities prevalent within Asia's burgeoning digital sectors and beyond. The gender distribution of the sample—comprising seven females and six males—marks a step towards balancing the scales in tech-sector representation. However, it also brings to light the imperative for continued efforts in promoting gender diversity within the field.

Mid-career and emerging professionals, particularly from the Emerging and Growth Leading Economies (EAGLEs), provided invaluable perspectives on adaptability in the realm of remote work. These insights, coupled with the shared digital reliance underscored by entrepreneurs from both emerging and developed economies, echo the study's central theme of dynamic capabilities. They underscore the significance of digital tools in shaping modern entrepreneurial endeavours and the strategic manoeuvring within digitally-transformed work environments.

Integrating the demographics and individual stories of these remote workers, this study offers a rich mosaic depicting the evolution of dynamic capabilities in the global digital economy. It presents a narrative that captures not only the expansion and inclusivity of the digital workforce but also spotlights the progressive gender dynamics within this realm.

Figure 4.1 - Demographics of Participants



This discussion of demographics elucidates a workforce that is increasingly multifaceted and dynamically capable, reflective of the broader shifts in remote work paradigms globally. While it underscores advancements, it equally highlights critical areas for development such as gender diversity, advocating for adaptive organizational strategies that embrace an all-encompassing, inclusive approach.

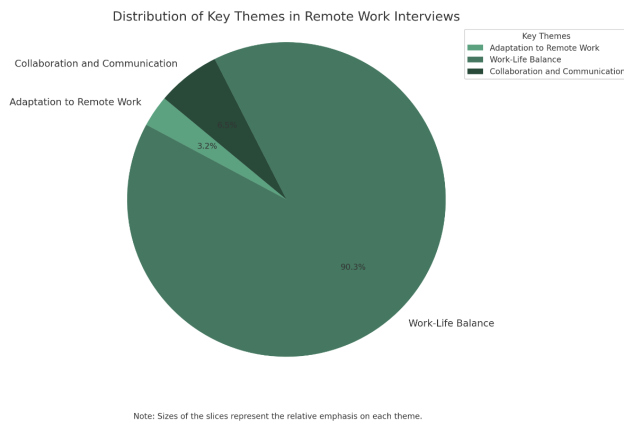
4.2 Experiences of Remote Workers in Emerging Countries

The experiences of remote workers in emerging countries gleaned from interviews provide a view of the nuanced remote working landscape and show elements of dynamic capabilities. Some companies with remote teams sense opportunities and leverage digital technology to learn about and interpret how emerging technology will impact their work and their companies' future prospects. For example, Participant 13's workplace exhibits adaptability as workers make an informal group to meet remotely to "talk about ChatGPT and share learnings." Participants 6, 10, 11, 13, 9, 4, and 5 all mentioned needing to learn new digital tools, reinforcing the importance of adaptability.

Firms have also demonstrated the ability to seize opportunities to promote productivity and collaborate across distance by employing numerous digital tools. Participant 6 notes that the digital economy and remote work have been "really great for us and the way we do research and work," while nearly all participants mention their satisfaction with their ability to work from anywhere, which demonstrates that firms can embrace the opportunity to retain and employ talent from anywhere to achieve business goals. However remote work in the digital economy also presents challenges. Many, including participants 8 and 1 indicate that communication can be a struggle at

times, particularly across time and cultural differences. And several participants, including Participants 10, 12, and 2 mentioned that social connection can be difficult in remote work environments. Enhanced by entrepreneurial insights, these experiences offer a broader understanding of both the advantages and challenges inherent in remote work.

Figure 4.2 - Experience of Remote Workers



The geographical freedom that remote work endows individuals with has been a significant theme, enabling an unprecedented fusion of travel, lifestyle, and work responsibilities. This flexibility, as highlighted by Participant 13’s exclamation that “thank God, I don’t have to commute!” exemplifies the transformative digital evolution that empowers professionals to transcend traditional office boundaries while maintaining productivity and resonating with the entrepreneurs’ strategic emphasis on leveraging digital tools for expanding business reach. Yet, this liberation comes with its own set of challenges. Participant narratives reveal the solitude that often accompanies remote work. Participant 12 speaks of the “social and psychological challenge” of remote work, and Participant 2 notes the lack of “human interaction.” There are also manifestations of the blurred lines between personal spaces and professional obligations. Participant 1 says that “it’s a slippery slope and home is work” and Participant 4 feels that “we work more hours because we are at home.” Such isolation and blurred lines become pronounced in areas lacking conventional workspaces, underscoring the importance of intentional digital strategies to foster team connection and a sense of community. Entrepreneurs acknowledge these challenges, recognizing the essential balance between the efficiencies of digital reliance and the human need for interaction.

Further, the difficulty in establishing a clear demarcation between work and home life emerges as a salient challenge. The allure of a home office can inadvertently lead to extended work hours, tipping the scales away from personal well-being—a sentiment shared across the study's demographic. The entrepreneurs contributing to this study echo these sentiments, underlining the delicate act of navigating work-life balance within a digitally-centric operational framework.

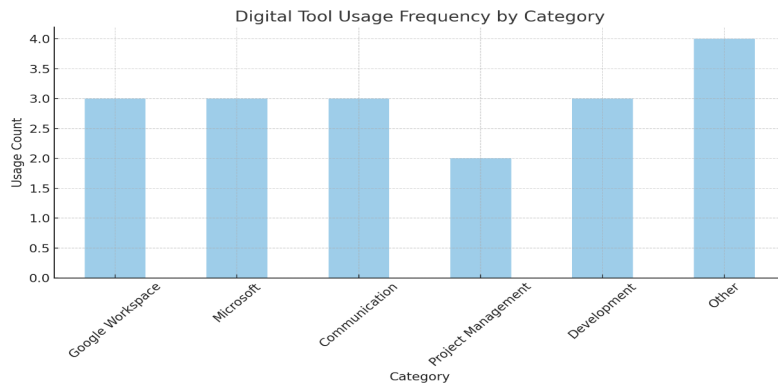
These experiences weave a rich tapestry depicting remote work's diverse impacts. They signal the critical need for adaptive strategies and policies that not only capitalize on the benefits of remote work but also address its potential drawbacks. This comprehensive understanding is instrumental for sculpting a future where remote work is both productive and sustainable, particularly within the burgeoning digital economies of emerging nations.

Isolation and Loneliness: Despite its advantages, remote work presents challenges like being “lonely and not feeling like working,” as described by Participant 5. This merging of personal and professional spaces can lead to these feelings of loneliness, a common issue in emerging countries without a distinct workplace environment. Entrepreneurs add to this by highlighting how digital reliance, while essential, also necessitates strategies to foster connection and community within remote teams. **Work-Life Balance:** Participants express the difficulty in maintaining a clear separation between work and personal life. The convenience of working from home can lead to overextension and burnout. Entrepreneurs reinforce this, sharing their experiences in managing work-life balance within a digital-centric operational framework, and how they navigate these challenges in the digital marketplace.

4.3 Perception and Implementation of Dynamic Capabilities

In the digital work environment dynamic capabilities has emerged as a crucial focus for both remote workers and entrepreneurs. The shift to digital operations has necessitated a significant adaptation to new tools and platforms, and has been acknowledged as beneficial by both groups. Figure 4.3 is derived from the tools mentioned in participant interviews and illustrates the variety of digital tools that have become deeply imbedded in many workplaces.

Figure 4.3 - Adoption of Digital Platforms



This transformation is evidenced by the reliance on a suite of digital tools such as **Miro board** (an online collaborative whiteboarding platform that enables teams to work together in real-time on a virtual canvas), **Jira** (a project management and issue-tracking software, widely used in agile development environments to plan, track, and manage software development projects), **Slack** (a messaging platform designed for team communication and collaboration. It provides channels for different topics, direct messaging, file sharing, and integrations with numerous third-party tools and services), and **Trello** (a visual project management tool that uses boards, lists, and cards to organize tasks and projects), which remote workers and entrepreneurs alike consider indispensable for fostering collaboration and enhancing operational efficiency.

The study's participants, particularly 9, 11, and 13, emphasize the value of these platforms in streamlining workflows, suggesting a direct correlation between the use of such tools and improved productivity. Entrepreneurs corroborate this view, recognizing digital tools as pivotal in evolving business operations. Their contributions provide a macro perspective on adaptability, where dynamic capabilities serve as the cornerstone for success in the digital market. A 'learning by doing' approach to mastering these digital tools is prevalent among remote workers. This experiential learning, where hands-on practice leads to mastery, is particularly favoured as it aligns closely with the agile nature of remote work. Conversely, entrepreneurs and some remote workers underscore the importance of formal training programs, pointing out that structured learning complements experiential knowledge and fortifies the foundation of dynamic capabilities.

This synergy between experiential learning and formal education underpins the strategic growth reliant on digital tools, as seen in the shared experiences of remote workers and entrepreneurs. Such a multifaceted approach to learning is vital for navigating the ever-evolving landscape of the digital economy. It highlights a proactive commitment to skill development, ensuring both individuals and businesses can capitalize on the opportunities presented by digital transformation.

In summary, the study illuminates the integral role of digital tools and learning approaches in cultivating the dynamic capabilities necessary for contemporary remote work. The insights from various participants underscore the importance of adaptability and continuous skill development in an increasingly digital world. This proactive stance on digital engagement not only empowers individuals to excel in remote roles but also enables businesses to navigate the challenges and seize the opportunities that come with digital evolution.

4.4 Challenges and Opportunities in Remote Work

In emerging countries, remote work has surged, painting a complex landscape enriched by the experiences of participants 8, 9, 10, 11, 12, and 13. These individuals, alongside entrepreneurial perspectives, chart the contours of both the opportunities and challenges embedded within remote work. Global market exposure has expanded, with participants universally acknowledging the potential for broader professional reach enabled by digital platforms, allowing work beyond traditional geographic confines. The insights from entrepreneurs complement these findings, showcasing the power of digital platforms in enabling global connectivity. Technological innovation, particularly the emergence of AI and VR, is reshaping work efficiency and effectiveness. Participant 11 underscores AI as a “breakthrough” catalyst for productivity enhancements, a sentiment shared by entrepreneurs who view these advancements as pivotal in maintaining competitive relevance. The capacity to hire or work without geographic constraints stands as a hallmark of remote work, as identified by the participants. This liberation from traditional office spaces is not just a logistical shift but a cultural one, broadening access to a diverse, skilled talent pool—a change that entrepreneurs are leveraging to build dynamic, resilient teams.

Despite these opportunities, remote work is not without its challenges. Language barriers and cultural misunderstandings surface as obstacles, particularly in diverse, international teams. Participants echo these sentiments, and entrepreneurs also stress the importance of fostering

cultural sensitivity and communication adeptness to bridge these gaps. Technological reliability remains a poignant concern, with Participant 8 highlighting the frustration of connectivity issues and the need for robust support structures. Entrepreneurs acknowledge these infrastructural challenges, advocating for strengthened digital frameworks to support the seamless integration of remote work into business models. Work-life boundaries blur in the remote work context, with Participant 8 noting the challenge of separating professional responsibilities from personal life. Entrepreneurs resonate with this struggle, employing strategies such as defined work hours and intentional team-building to cultivate a healthier work-life balance.

The synthesis of experiences from remote workers, including those of Participants 8 through 13, alongside entrepreneurial innovation, forges a comprehensive view of the remote working landscape within emerging countries. The collective narratives underscore the need for nuanced strategies that address these multifaceted challenges. The entrepreneurial lens provides depth to this understanding, bringing to light the adaptable strategies and dynamic capabilities that are instrumental for success in the digital economy. These insights collectively advocate for policies that tackle both the opportunities and challenges to optimize the remote work experience, reflecting a dynamic and complex picture of remote work within the rapidly evolving digital economies of emerging nations.

Figure 4.4 - Dynamic Capabilities, Adaptive Strategy, Challenges, and Opportunities

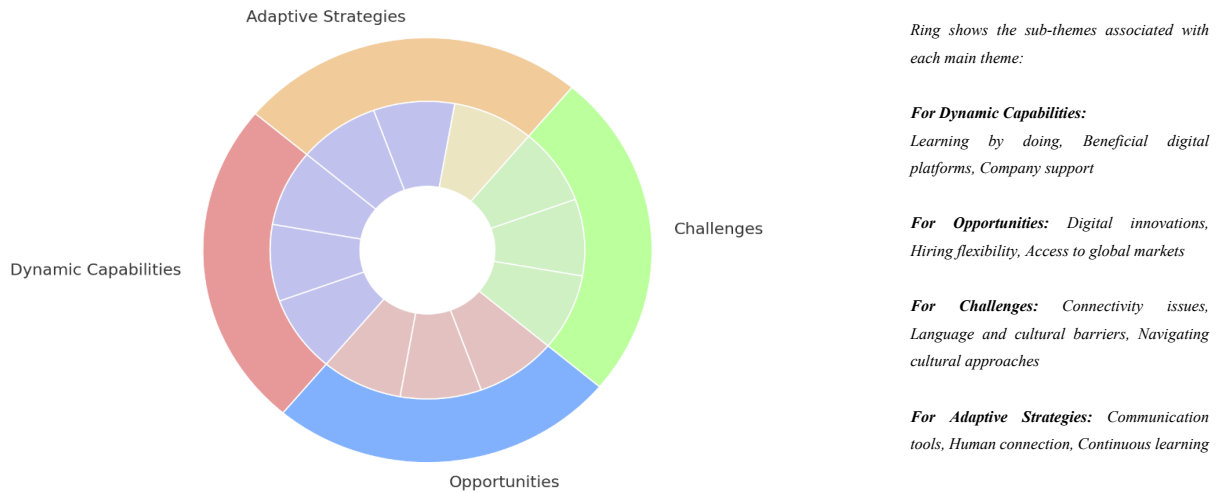


Figure 4.4 encapsulates this discussion, visually representing the interconnectedness of dynamic capabilities, opportunities, challenges, and adaptive strategies that form the essence of remote work's impact in emerging countries.

4.5 Adaptive Strategies and Competencies

Remote workers in emerging countries, enriched by the experiences of entrepreneurs, have crafted an array of adaptive strategies to master the complexities of remote work. This dynamic interplay of experiences showcases a commitment to leveraging technology and fostering a culture of continuous learning and adaptability.

Digital Platforms are widely used for Collaboration. Collaboration tools such as Slack, Zoom, and Microsoft Teams are pivotal in modern remote operations, as highlighted by Participants 9 and 10. Entrepreneurs corroborate this dependence on digital tools, which are lauded for their role in enhancing operational efficiency and enabling global teamwork. Innovations in these platforms are continuously evolving, responding to diverse business needs and further streamlining remote work practices. Mixed personal aspiration in term of blending digital and personal interaction, Participant 11 underscores the value of in-person interactions, a strategy mirrored by entrepreneurs to bridge the gap left by digital communication. In instances where overcoming cultural or language barriers becomes crucial, a hybrid approach is employed, melding

the efficiency of digital tools with the richness of face-to-face communication. Commitment to Continuous Learning: A dedication to skill enhancement is evident, with Participant 13 engaging in the acquisition of strategic communication, UX (user Experience) or the overall experience and satisfaction a user has when interacting with a website or application, focusing on ease of use and enjoyment, and SEO (Search Engine Optimization) skills or the process of optimizing a website to rank higher in search engine results, making it easier for people to find online. This pursuit is reflective of a broader entrepreneurial emphasis on continual skill development, often realized through investment in training programs that ensure teams remain proficient in the latest technologies. Responsiveness to Technological Advancements: Participant 4's experience of adapting to technological shifts resonates with the entrepreneurial spirit. Being agile and responsive to new tools is not just a practice but a strategic imperative within their organizations, often leading the charge in the adoption of innovative technologies.

In cultivating adaptability and innovation, entrepreneurs offer inventive solutions to the shared challenges of remote work, whether through the development of bespoke digital tools or comprehensive software training programs. They champion a culture of experimentation, rapid adaptation, and the embracing of new technologies. The adaptive strategies and competencies of remote workers and the broader insights from entrepreneurs provide a multidimensional perspective on the digital era's demands. As emerging markets continue to evolve, these adaptive practices underscore the significance of embracing technological advancements and nurturing an environment conducive to continuous learning and innovation

Table 4.1 – Key Learning Areas for Remote Workers

Source of Learning	Details
Digital Tools for Collaboration and Communication	Proficiency in digital platforms like Slack, Microsoft Teams, and Zoom, essential for effective remote collaboration and communication.
Continuous Learning for Adaptation	Adapting to technological changes and acquiring new skills continuously to remain relevant in a rapidly evolving job market.
Organizational Support for Learning	Training sessions and resources provided by organizations to support employee learning and development.
Challenges and Opportunities in the Digital Economy	Navigating new challenges such as cultural and communication barriers in a digital economy, while also leveraging opportunities for innovation.
Work-Life Balance and Flexibility	Managing the balance between professional responsibilities and personal life, important for mental health and productivity.
Future of Remote Work	Anticipation of hybrid work models combining remote and in-office work, reflecting changes in work habits and preferences.

Data compiled from the experiences of 13 remote workers, highlighting essential learning themes for effective remote work adaptation

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CHAPTER 5

Conclusion

5.1 Recapitulation of Key Findings

In synthesizing the investigation into remote work's dynamics within emerging markets, this study has been fundamentally rooted to Teece's dynamic capabilities framework (Teece et al, 1997), delineating its indispensability in navigating the digital upheaval of the modern workforce. Anchored by the network society theory of Castells (2001) and the Fourth Industrial Revolution insights of Schwab (2016), the research has been richly informed by the entrepreneurial spirit and has arrived at pivotal insights. The digital economy has ushered in a paradigm shift, rendering remote work not merely a function of necessity but a defining characteristic of the socio-economic landscape, dictated by swift technological evolution and the global interconnectedness of markets.

At the heart of this study, dynamic capabilities—the orchestration of sensing, seizing, and transforming opportunities—have emerged as the linchpin enabling organizations to effectively capitalize on the potential of remote work. Renz and Hilbig's (2023) examination of the 'Digital Transformation of Educational Institutions Accelerated by COVID-19' extends this discussion, illustrating how educational institutions adapt their dynamic capabilities in response to forced digital transformations. Their insights complement this perspective by bridging the conceptual with the practical and accentuating the harmonization of corporate strategic goals with the evolving aspirations of a digitally empowered workforce (Renz & Hilbig, 2023).

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Work-Life Balance and Flexibility	Managing the balance between professional responsibilities and personal life, important for mental health and productivity.
Future of Remote Work	Anticipation of hybrid work models combining remote and in-office work, reflecting changes in work habits and preferences.

Data compiled from the experiences of 13 remote workers, highlighting essential learning themes for effective remote work adaptation

Table 4.1 visualizes the link between the learning strategies for remote workers and the dynamic capabilities framework proposed by Teece (1997). This connection can be concisely explained by aligning the identified learning themes with the three core dimensions of dynamic capabilities: Sensing, Seizing, and Transforming.

Sensing (Identifying Opportunities and Threats): Proficiency in digital tools for collaboration and communication is crucial for remote workers to sense and respond to communication cues and collaboration needs effectively, which are critical in a dispersed work environment. Additionally, understanding and navigating the global opportunities and cultural challenges within remote settings align with sensing new trends and market demands, essential for strategic foresight.

Seizing (Mobilizing Resources to Address Opportunities and Threats): Continuous learning for adaptation emphasizes the ability to rapidly acquire new skills and adapt existing ones to seize emerging opportunities and address challenges in technology and work processes. Organizational support for learning highlights the importance of leveraging resources, such as training and support systems, to empower employees to seize new opportunities through enhanced capabilities.

Transforming (Continuously Renewing Competencies): Managing the integration of work and life roles effectively reflects the transforming dimension, where remote workers continuously renew their strategies to maintain productivity and well-being. Anticipating and preparing for hybrid work models showcases the capability to transform organizational and individual competencies in alignment with evolving work patterns.

Each learning theme feeds into building and enhancing the dynamic capabilities of remote workers and their organizations. By fostering these capabilities, organizations and individuals can better adapt to changes, innovate, and maintain a competitive advantage in a rapidly evolving business landscape.

Table 5.1 - Comparative Analysis of Firm Capabilities vs. Individual Learning Passions

comparative_analysis_table

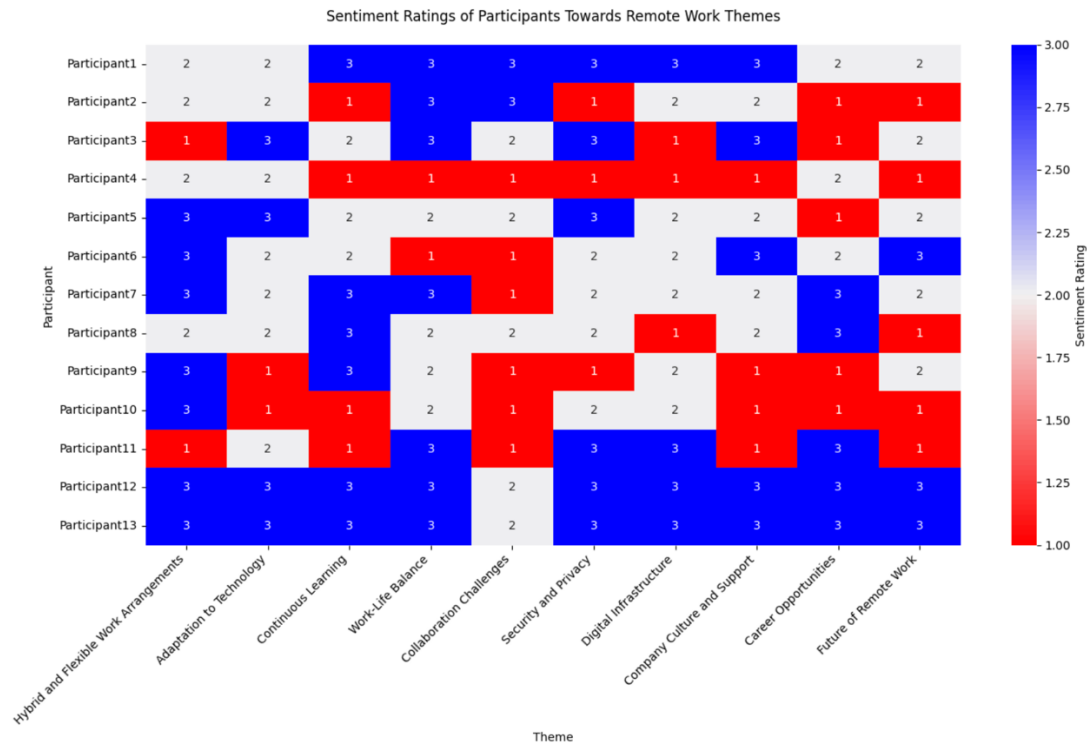
Aspect	Firms (Entrepreneurs)	Individuals (Remote Workers)
Strategic Focus	Developing digital capabilities, integrating digital tools, adopting new technologies for competitiveness	Desire for personal and professional development, learning new digital tools, adapting to innovative practices
Alignment with Goals	Aligned with broader organizational objectives like market expansion, innovation, and efficiency	Diverse interests, not always aligned with organizational objectives
Approach to Development	Top-down approach driven by management, focusing on strategic business needs	Self-initiated efforts like online courses, informal learning groups, or personal projects
Challenges	Gap between organizational strategies and employee goals, struggle to adapt quickly to market changes	Divergence between individual learning interests and firm capabilities
Opportunities for Integration	Recognizing the value of integrating individual passions into firm strategies for innovation and growth	Harnessing individual interests for business innovation, balancing personal growth with organizational needs

This table provides a detailed comparative analysis of firm capabilities versus individual learning passions, illustrating the nuanced interplay between organizational strategies and worker motivations in the context of remote work.

The examination of remote work within emerging economies has uncovered a diverse range of challenges and opportunities, as detailed by the experiences shared by participants, and, supplemented by entrepreneurial insights, illuminated the challenges and opportunities in remote work. Common themes include digital readiness, infrastructural constraints, and the need for socio-cultural adjustments. Participant 11's focus on "the necessity for continuous adaptation to digital tools" and Participant 9's emphasis on "digital tool proficiency" are reinforced by entrepreneurs. They also address the digital divide, as noted by Participant 6, underscoring the importance of access to technology and balancing remote and in-person interactions for effective remote work.

The findings reveal the complex interplay between digital transformation and the evolving nature of work in emerging economies. This study highlights the crucial need for both remote workers and organizations to develop dynamic capabilities responsive to the rapidly changing digital landscape. Entrepreneurs provide a complementary perspective, elucidating the challenges and opportunities inherent in this transformation. While the potential for global market exposure and adoption of innovative technologies is significant, persistent challenges in infrastructure and cultural adaptation must be navigated. This research, enriched with entrepreneurial insights, contributes a deeper understanding of remote work's complexities and potential in emerging economies, offering a comprehensive view of the future of work in the digital age.

Figure 5.1 - Comprehensive view of how all these workers perceive various aspects of remote



Data represents sentiments ratings towards aspects of remote work

1: Negative, 2: Neutral, 3: Positive

The sentiment ratings graph provides a comprehensive view of participants' attitudes towards various remote work themes, using a color-coded heatmap to indicate the intensity of their sentiments. The sentiment scale ranges from 1 (red) for negative sentiment, to 2 (gray) for neutral sentiment, and 3 (blue) for positive sentiment.

Starting with Hybrid and Flexible Work Arrangements, the majority of participants, such as Participants 6, 7, 9, and 10, rated this theme positively, with only a few showing neutral or negative sentiment. This indicates a general favourability towards flexible work arrangements among remote workers. For Adaptation to Technology, several participants, including Participants 1, 7, 8, and 9, rated this theme positively. However, there were also some neutral and negative sentiments, such as from Participants 3, 5, and 11, suggesting a mixed response and highlighting the need for better technological adaptation support.

Continuous Learning was rated positively by many participants like Participants 4, 6, and 7, though there were also neutral and negative responses from Participants 2, 3, 10, and 11. This underscores the importance of continuous learning opportunities for remote workers. Regarding Work-Life Balance, high positive ratings were observed from Participants 6, 7, and 9, with only a

few showing neutral or negative sentiments, such as Participant 1, indicating that work-life balance is a crucial and well-regarded aspect of remote work.

In contrast, Collaboration Challenges received mixed responses, with significant negative sentiments from Participants 3 and 11, although some positive responses were noted, such as from Participant 4. This highlights that collaboration remains a challenging area for remote workers. Security and Privacy were generally well-regarded, with mostly positive sentiments from Participants 4, 6, and 10, though there were some neutral and negative responses, such as from Participants 2 and 5, indicating that while security and privacy are well-regarded, they still require attention.

For Digital Infrastructure, sentiments were predominantly positive, particularly from Participants 7 and 12, although some neutral and negative sentiments were present, such as from Participants 1 and 5. This suggests generally favorable views on digital infrastructure, though some improvements are needed. Company Culture and Support showed varied responses, with significant neutral and negative sentiments from Participants 1 and 3, although there were positive responses from Participants 6 and 12, indicating a need for significant improvement in this area for remote workers.

Career Opportunities were mostly viewed positively by participants such as Participants 7 and 13, with only a few neutral and negative responses, such as from Participants 3 and 5, suggesting that while career opportunities are generally seen positively, they require further enhancement. Finally, Future of Remote Work received generally positive sentiments, particularly from Participants 6 and 9, with few neutral and negative responses, indicating an optimistic outlook towards the future of remote work among participants.

Overall, most participants have positive sentiments towards key remote work themes, indicating satisfaction with various aspects of remote work. However, areas such as collaboration challenges and company culture/support show significant neutral and negative sentiments, suggesting these areas need targeted interventions. To address these issues, organizations should enhance collaboration tools and practices, strengthen technological support, promote continuous learning, and improve company culture and support. By addressing these areas, organizations can better support remote workers, leading to improved job satisfaction and performance.

5.2 Study Limitations

While this study offers an in-depth exploration of the digital shift and remote work dynamics within emerging economies, certain limitations merit attention. Firstly, the geographical scope, while encompassing a broad spectrum of emerging markets, acknowledges the vast diversity and uniqueness of digital landscapes and cultural nuances that could influence the remote work experience. The inclusion of participants from developed economies such as Austria, Norway, and the UK provides a comparative reference point, yet a more expansive geographical range might have enriched the study with a wider array of perspectives and experiences.

Additionally, the stakeholder perspectives presented were primarily those of organizations and remote workers. This was an intentional focus, designed to capture the direct impact and strategic responses to remote working conditions. However, the incorporation of a more varied set of viewpoints, including those from governmental bodies, community leaders, educational institutions, and different industry sectors, could have offered a more comprehensive understanding of remote work's multifaceted impact and its broader socioeconomic implications.

In acknowledging these limitations, the study emphasizes the necessity for future research to adopt a more extensive and inclusive approach. By engaging a broader range of stakeholders and expanding the geographical scope, subsequent inquiries can build upon the foundational insights provided here to offer a more nuanced and global perspective on the evolution of remote work and its dynamic capabilities.

Embarking on a nuanced exploration into the dynamic capabilities framework of Teece et al. (1997), this study has brought to the fore the quintessential role these capabilities play in the orchestration of remote work within the rapidly evolving digital landscapes of emerging markets. With Teece's foundational concepts serving as a compass, the research navigates through the complex interplay of organizational adaptability and the lived experiences of remote workers. It highlights a pivotal shift: remote work, once a fringe benefit, has now become a central pillar of economic functionality, deeply embedded within the socio-economic fabric of emergent and advancing economies alike. By intertwining the theoretical insights of Castells (2001) on the network society and Schwab (2016) on the Fourth Industrial Revolution, the study paints a comprehensive picture of a workforce in transition, accentuated by digital fluency and a demand for more agile corporate structures. Renz's contributions, particularly the adaptation of educational institutions to digital shocks, underscore the broader application of dynamic capabilities beyond

the corporate realm, suggesting a universality to their relevance. The study's significance is further underlined by its illumination of a gap in the current scholarship—the empirical evidence of dynamic capabilities in action, bridging theory with the tangible realities of today's workforce.

The findings of this research do not merely conclude an academic inquiry; they herald a call to action for a strategic reimagining of work practices. They emphasize the heightened importance of continuous evolution within organizational cultures and individual skill sets to keep pace with the inexorable march of technological advancement. The discourse initiated here serves as an impetus for future studies to venture deeper into the alignment between an organization's dynamic capabilities and the burgeoning aspirations of its workforce. It advocates for a symbiotic growth strategy where businesses do not just react to change but anticipate and shape it, cultivating an environment where remote work becomes not just viable but a mainstay of productivity and employee satisfaction.

In drawing together the strands of theory and practice, the research makes a persuasive case for a more holistic view of dynamic capabilities. It argues for a future where the interdependencies between strategy, technology, and human potential are recognized and leveraged. This study, therefore, stands as a testament to the transformative power of dynamic capabilities in the digital era and underscores their significance as the cornerstones upon which organizations can build a resilient, innovative, and forward-looking approach to remote work. As the narrative of the digital economy continues to unfold, this research offers a foundational blueprint for harnessing its full potential, championing the balance between seizing present opportunities and navigating the currents of future challenges.

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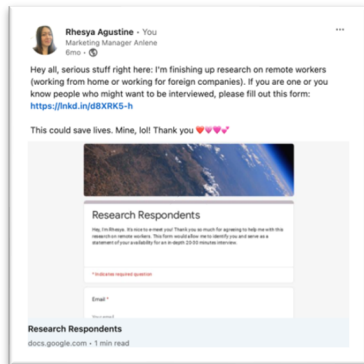
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Annexes

A. Participant Submission Form

The screenshot shows a Google Forms interface for a survey titled "Research Respondents". The form includes a header image of Earth from space and a text introduction: "Hey, I'm Rhesya. It's nice to meet you! Thank you so much for agreeing to help me with this research on remote workers. This form would allow me to identify you and serve as a statement of your availability for an in-depth 20-30 minute interview." The form contains several sections: "Email" (with a text input field), "How do you want to be contacted?" (with radio buttons for Email, Telegram, WhatsApp, Instagram, and Other...), "Please enter your email and phone numbers (if preferred)", "What's your age group?" (with radio buttons for 20-29, 30-39, 40-49, and 50+), and "What's your gender?". On the right side, there are additional questions: "What's your nationality?" (with radio buttons for Brazilian, Chinese, Indonesian, Korean, Mexican, South African, Turkish, and Other...), "How long have you been working remotely?" (with a "Start answer text" field), "Do you live in your own country?" (with radio buttons for Yes and No), and "Your availability for a 20-30 minute interview?" (with radio buttons for Tuesday, 10th October 2023; Wednesday, 11th October 2023; and Thursday, 12th October 2023).

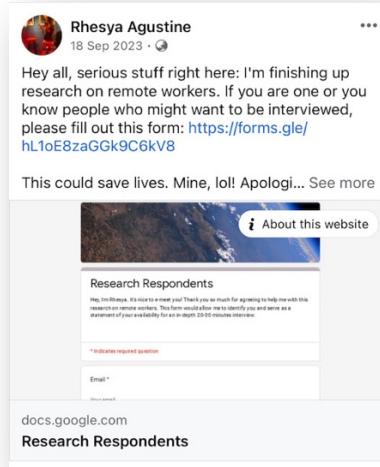
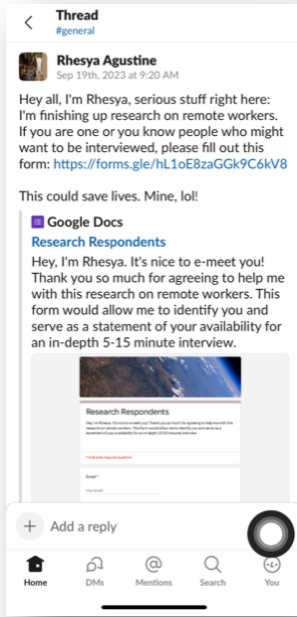
B. Online Invitations Utilizing Various Social Networks



LinkedIn



Twitter/X



Slack- Digital Nomad Group.

Personal Facebook Page.

C. Participants Guides

C.1 Informed Consent

Consent Form for Participation in Research

Study Title: "The Digital Pivot: Qualitative Insights into Dynamic Capabilities and the Experiences of Remote Workers in Emerging Countries."

Researcher: Rhesya Augustine

Purpose of the Research: The purpose of this research is to gain insights into the experiences of remote workers in emerging countries, with a focus on understanding dynamic capabilities in the context of the digital economy.

What You Will Be Asked to Do: If you agree to participate, you will be asked to engage in an in-depth interview that will last approximately 20 minutes. During the interview, you will be asked questions related to your experiences as a remote worker/entrepreneur and your perspectives on the digital economy.

Risks and Discomforts: There are no foreseeable risks or discomforts associated with participating in this research.

Benefits: While there are no direct benefits to you, your participation will contribute to a better understanding of the experiences and challenges of remote workers in emerging countries.

Privacy and Confidentiality: Your privacy is of utmost importance. Your responses will be kept confidential, and any identifying information will be removed or altered in reports, publications, or presentations based on this research.

Recording: The interview will be video-recorded to ensure accuracy in data collection. The recordings will be stored securely and will be accessible only to the research team. They will be destroyed once the research is completed.

Voluntary Participation: Your participation in this research is entirely voluntary. You can decline to participate or withdraw from the study at any time without any consequences.

Questions: If you have any questions about the research, please feel free to contact Rhesya Augustine at [Rhesya@gmail.com/+62811156506].

Consent: By signing below, you acknowledge that you understand the above information and agree to participate in this research study.

Name of Participant (Printed): _____

Signature of Participant: _____ Date: _____

Signature of Researcher: _____ Date: _____

C.2 In Depth Interview Questions

C.2.1 In-Depth Interview Questions for Entrepreneur

In-Depth Interview Questions for Entrepreneurs
The core of these questions is to assess the entrepreneur's vision, challenges and the broader vision of the business in the digital economy in emerging countries.

These questions are intended to be used in a structured manner to explore the entrepreneur's vision, understanding and broader industry skills. They are deeper level questions suitable for those entrepreneurs.

- Digital Strategy & Vision**
 - How has your company's digital strategy evolved in response to the rising digital economy, especially in emerging markets?
 - Can you describe a strategic decision you made that was heavily influenced by the digital landscape of an emerging market?
- Adapted to Emerging Markets**
 - What unique opportunities and challenges have you faced when scaling your business in the digital landscape of emerging economies?
 - How do you tailor your digital offerings or strategies to cater to specific cultural and socio-economic nuances in these markets?
- Remote Work & Organizational Structure**
 - How has the rise of remote work influenced your company's organizational structure or culture, especially in emerging economies?
 - Can you share an instance where remote work strategies significantly benefited or challenged your operations in an emerging market?
- Dynamic Capabilities & Competitive Advantage**
 - How do you ensure your organization remains agile and adaptable in the fast-evolving digital realm of emerging markets?
 - Has there been a particular technological trend or innovation in these markets that shifted the way you view or utilize dynamic capabilities?
- Partnerships & Collaborations**
 - How do you foster partnerships or collaborations in the digital economy of emerging countries?
 - Describe a partnership or alliance that significantly amplified your digital presence or offerings in an emerging market.
- Skill Development & Talent Acquisition**
 - What digital skills or competencies do you prioritize when hiring or training your workforce in emerging economies?
 - How do you address potential skill gaps, especially digital ones, within your organization in these markets?
- Market Insights & Trends**
 - Are there any specific digital trends in emerging economies that you believe will shape the future landscape of your business?
 - How do you stay ahead of the nuanced digital behaviors and preferences of consumers in emerging markets?
- Regulatory & Infrastructure Challenges**
 - How do you navigate regulatory and infrastructural challenges of the digital economy in emerging countries?
 - Can you recall a specific challenge related to digital regulations or infrastructure in an emerging market? How did you address it?

- Security, Ethics, & Privacy:**
 - As the digital landscape expands in emerging economies, how do you ensure the security and privacy of your business operations and user data?
 - Describe a situation where ethical considerations related to the digital landscape influenced a business decision in an emerging market.
- Future Outlook:**
 - Based on your experience, what advice would you give to new entrepreneurs looking to establish or expand their digital footprint in emerging economies?
 - How do you envision the future of the digital economy in these markets, and what role does your business play in that vision?

Level Deeper questions
The digital landscape is not a static phenomenon; it evolves from the entrepreneur's leadership upon their analytical, strategic, and reflective capacities, all within the context of the digital economy in emerging countries.

Take a deeper step to ask more specific questions that explore the entrepreneur's strategic foresight, understanding of dynamic capabilities, and experiences in the digital landscape of emerging economies.

Questions:
Reflecting on a strategic decision you've made that significantly shaped your company's digital trajectory in an emerging market, could you elaborate on:

- Preliminary Insights**
 - What initial market insights or trends did you identify that led to considering this strategic direction? Were there any specific digital behaviors, consumer preferences, or technological adaptations in the emerging market that caught your attention?
- Dynamic Capabilities**
 - How did your company's inherent dynamic capabilities play a role in sensing, seizing, or reconfiguring resources for this decision? Were there specific capabilities that you felt were missing or needed strengthening?
- Stakeholder Involvement**
 - What role did local partners, collaborators, or even competitors in the emerging market play in this decision? How did their feedback or actions influence the strategic pathway you chose?
- Challenges & Learnings**
 - During the implementation of this decision, what were the most significant challenges or roadblocks you faced in the digital landscape of the emerging economy? What unexpected lessons did this journey offer?
- Impact & Reflection**
 - Looking back, how has this strategic decision impacted your company's position or growth in the digital realm of the emerging market? If presented with similar circumstances today, would your approach differ based on current dynamic capabilities and market understanding?

C.2.2 In-Depth Interview Questions for Remote Workers

In-Depth Interview Questions for Remote Workers
These questions are designed to assess the remote worker's understanding of remote work in the digital economy, especially in emerging countries. They are intended to be used in a structured manner to explore the remote worker's experiences, challenges, and insights on how to best work in a globally dispersed and dynamic environment.

- General Background**
 - How long have you been working remotely?
 - In which industry or sector do you work?
 - What digital tools or platforms do you primarily use for your work?
- Dynamic Capabilities & Adaptability**
 - How have you adapted or changed in technology or digital platforms in your role?
 - Can you share an instance where you had to quickly adjust to a new digital tool or software? How did you manage the transition?
- Perceptions of the Digital Economy**
 - How do you perceive the digital economy's influence on your profession and work style?
 - In your opinion, has the digital economy provided more opportunities or challenges?
- Opportunities & Challenges**
 - What opportunities has remote work presented for you in the digital age?
 - Describe a specific challenge or challenge you've encountered in the digital economy, especially when working remotely.
- Skill Development & Continuous Learning**
 - How often do you find yourself needing to learn new skills or tools due to changes in the digital landscape?
 - How do you keep yourself updated with the latest digital tools and platforms related to your profession?
- Collaboration & Communication**
 - How do you manage collaborations and communications with your team in a remote setting?
 - Have you faced any cultural or technological challenges when collaborating with teams or clients across different time zones?
- Work-Life Balance & Flexibility**
 - How has remote work in the digital age influenced your work-life balance?
 - Do you feel that the flexibility of remote work has impacted your productivity or well-being?
- Future Prospects**
 - How do you envision the future of remote work in the context of the evolving digital economy?
 - Are there any specific trends or technologies you see excelling and opportunities in the world of remote work?
- Support & Infrastructure**
 - Based on an emerging country, do you feel you have adequate infrastructure and support to effectively work remotely?

- What improvements would you suggest for your country's digital infrastructure to better support remote workers like yourself?**
- Security & Privacy**
 - How do you ensure the security and privacy of your work in a remote setting?
 - Have you ever encountered any security challenges as a remote worker?

Level Deeper Questions
These questions are intended to be used in a structured manner to explore the remote worker's experiences, challenges, and insights on how to best work in a globally dispersed and dynamic environment.

- Dynamic Capabilities & Adaptability**
 - After adapting to a new digital tool or platform, did you notice any immediate benefits or drawbacks to your workflow?
 - How would you compare your experience in the digital economy to those of your peers in a developed country?
- Perceptions of the Digital Economy**
 - Describe a specific challenge or challenge you've encountered in the digital economy, especially when working remotely.
 - Can you share a story of a unique opportunity you were able to seize because of your remote work in the digital economy?
- Opportunities & Challenges**
 - How do you manage collaborations and communications with your team in a remote setting?
 - Have you faced any cultural or technological challenges when collaborating with teams or clients across different time zones?
- Skill Development & Continuous Learning**
 - How often do you find yourself needing to learn new skills or tools due to changes in the digital landscape? How have they benefited you?
 - How do you keep yourself updated with the latest digital tools and platforms related to your profession?
- Collaboration & Communication**
 - Describe a specific challenge or challenge you've encountered in the digital economy, especially when working remotely.
 - Can you share an instance where remote work flexibility significantly benefited your personal life?
- Work-Life Balance & Flexibility**
 - Can you share an instance where remote work flexibility significantly benefited your personal life?
 - How do you manage the balance between work and personal life when working remotely? How did you manage or modify that balance?
- Future Prospects**

- Are there specific digital trends or tools you believe will be revolutionary for your profession in the coming years?
- Have you ever felt apprehensive about the pace of digital change in your profession? If so, why?

- Support & Infrastructure:**
 - Describe a day when infrastructure or support issues hampered your work. How did you cope?
 - Are there specific local or governmental initiatives that you believe would drastically improve the digital work infrastructure in your country?
- Security & Privacy:**
 - How do you stay informed about best practices for digital security in your role?
 - Have you ever faced a situation where you felt your digital privacy was compromised? How did you handle it?

D. UN Countries Classification

Developing economies by region:

Africa		Asia		Latin America and the Caribbean	
North Africa	Southern Africa	East Asia		Caribbean	
Algeria	Angola	Brunei Darussalam		Barbados	
Egypt	Botswana	China		Cuba	
Libya	Lesotho	Hong Kong SAR		Dominican Republic	
Mauritania	Mali	Indonesia		Guyana	
Morocco	Mauritius	Malaysia		Haiti	
Sudan	Mozambique	Myanmar		Jamaica	
Tunisia	Namibia	Papua New Guinea		Trenad and Tobago	
Central Africa	South Africa	Philippines		Mexico and Central America	
Cameroon	Zambia	Republic of Korea		Costa Rica	
Central African Republic	Zimbabwe	Singapore		El Salvador	
Chad	West Africa	Taiwan Province of China			
Cote d'Ivoire	Benin	Thailand		Guatemala	
Equatorial Guinea	Burkina Faso	Viet Nam		Honduras	
Gabon	Cabo Verde	South Asia		Mexico	
Sao Tome and Principe	Cote d'Ivoire	India		Nicaragua	
East Africa	Ghana	Bangladesh		Panama	
Burundi	Guinea	Indonesia		South America	
Comoros	Guinea-Bissau	Pakistan		Argentina	
Democratic Republic of the Congo	Liberia	Sri Lanka		Bolivia (Plurinational State of)	
DRC	Mali	Western Asia		Brazil	
Eritrea	Niger	Bahrain		Chile	
Ethiopia	Nigeria	Iraq		Colombia	
Kenya	Senegal	Iran		Ecuador	
Madagascar	Sierra Leone	Jordan		Paraguay	
Rwanda	Togo	Kuwait		Peru	
Somalia		Lebanon		Uruguay	
Uganda		Oman		Venezuela (Bolivarian Republic of)	
United Republic of Tanzania		Qatar			
		Saudi Arabia			
		Syrian Arab Republic			
		United Arab Emirates			
		Yemen			

Developed economies

European Union	Europe			Other countries	Major developed economies (G7)
	New EU member States	Other Europe	Other countries		
EU-15	Bulgaria	Iceland	Australia	Canada	
Austria	Croatia	Norway	Canada	Japan	
Belgium	Cyprus	Switzerland	Japan	France	
Denmark	Czech Republic		New Zealand	Germany	
Finland	Estonia		United States	Italy	
France	Hungary		United Kingdom	United States	
Germany	Latvia				
Greece	Lithuania				
Ireland	Malta				
Italy	Poland				
Luxembourg	Romania				
Netherlands	Slovakia				
Portugal	Slovenia				
Spain					
Sweden					
United Kingdom					