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**How to turn a city remote-job friendly?  
The importance of Strategy and Marketing when implementing  
projects.**

Bárbara Letícia Rodrigues Sabino

Master of Science of Business Administration

Supervisor:

PhD, José Campino, Invited Assistant Professor  
ISCTE – Instituto Universitário de Lisboa

Agosto, 2024







Department: Marketing, Operations, and General Management  
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*To my dear nieces, may this work inspire you to invest in yourselves, and that begins with your studies. Dedicate time and effort because knowledge is the foundation for success and achieving your goals. I believe that with dedication and the positivity that defines you, you will go far.*

*With love, from your aunt.*







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## Resumo

Este trabalho insere-se no âmbito do Mestrado em Gestão de Empresas, promovido pelo ISCTE Business School, e adota uma abordagem centrada no “Projeto Empresa”. O objeto de estudo concentra-se numa organização pública específica, nomeadamente o Município de Câmara de Lobos, uma oportunidade que surge no âmbito do projeto europeu URBACT - REMOTE-IT. Este projeto tem como objetivo, até 2025, a criação de estratégias e implementação de iniciativas voltadas para a transformação de Câmara de Lobos numa cidade mais propícia à integração de empreendedores, trabalhadores remotos e nómadas digitais, com especial foco em trabalhadores e projetos nas indústrias criativas, artísticas e culturais.

O principal objetivo deste projeto consiste em coordenar de forma eficaz a implementação do programa REMOTE-IT no Município de Câmara de Lobos, recorrendo a técnicas de estratégia, planeamento e marketing, com estrito respeito pelos objetivos delineados no regulamento europeu proposto.

O trabalho está estruturado em três fases distintas. Na primeira fase, recorreu-se a técnicas de estratégia para o apoio à decisão multicritério, e execução das metodologias da União Europeia, envolvendo diversos stakeholders locais. A segunda fase é dedicada à investigação e análise interna e externa do município, abordando o tema do "trabalho remoto" e culminando na proposta de estratégias e ações de marketing a longo prazo. Por último, na definição final de duas iniciativas piloto.

Em suma, este relatório visa identificar a relevância da estratégia, planeamento e marketing na implementação de projetos em grandes organizações.

**Palavras-chave:** Estratégia; Planeamento; Marketing; Trabalho Remoto; Digital Nómadas; Municípios.

**Código JEL:** M10; M30; R5.







## Abstract

This work is part of the Master's program in Business Management, promoted by ISCTE Business School, and adopts a "Business Project" centered approach. The study focuses on a specific public organization, namely the Municipality of Câmara de Lobos, an opportunity arising within the scope of the European URBACT - REMOTE-IT project. This project aims, by 2025, to create strategies and implement initiatives aimed at transforming Câmara de Lobos into a city more conducive to the integration of entrepreneurs, remote workers, and digital nomads, with a special focus on workers and projects in the creative, artistic, and cultural industries.

The main objective of this project is to effectively coordinate the implementation of the REMOTE-IT program in the Municipality of Câmara de Lobos, utilizing strategy, planning, and marketing techniques, in strict adherence to the objectives outlined in the proposed European regulation.

The work is structured in three distinct phases. In the first phase, strategy techniques for multi-criteria decision analysis and the execution of European Union methodologies were used, involving various local stakeholders. The second phase is dedicated to internal and external investigation and analysis of the municipality, addressing the theme of "remote work" and culminating in the proposal of long-term marketing strategies and actions. Lastly, the third phase focuses on the final definition of two pilot initiatives.

In summary, this report aims to identify the relevance of strategy, planning, and marketing in the implementation of projects in large organizations.

**Keywords:** Strategy; Planning; Marketing; Remote Work; Digital Nomads; Municipalities.

**JEL Codes:** M10; M30; R5.







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# 1. Introduction

In recent years, the global shift towards remote work has transformed traditional work environments, giving rise to new challenges and opportunities for urban development. The present work integrates a "Company Project" approach, a work developed within the scope of the Master's in Business Management at ISCTE Business School. It aims to explore the implementation of the European project URBACT - REMOTE-IT in the Municipality of Câmara de Lobos. This program seeks to transform 8 European cities into urban centers more conducive to the integration of remote workers and digital nomads. For Câmara de Lobos, there is a special emphasis for people on creative, artistic, and cultural industries.

The main goal is to effectively coordinate the implementation of the REMOTE-IT program in the Municipality by utilizing strategy, planning, and marketing recommendations. Additionally, it aims to adhere to the methodologies established by the European URBACT program. The project is structured in three distinct phases: the first focuses on the multi-criteria decision analysis strategy, along with the execution of EU methodologies, with the participation of various local stakeholders; the second concentrates on the external analysis of the municipality, proposing long-term strategies and marketing actions; Lastly, the final definition of two pilot initiatives and a long-term Integrated Action Plan.

Within the literature review, the research covers the historical framework of remote work, insights into destinations favored by remote workers, the relevance of community projects designed to support remote workers, trends and insights of relevant data, the importance of open strategy and value-focused thinking, and strategic considerations for implementing projects specially in public organizations.

The project's findings demonstrate that the strategy, planning and marketing development is crucial for successfully implementing large-scale initiatives within public organizations like Câmara de Lobos. Despite facing various challenges—such as limited infrastructure, social integration issues, and the need for economic diversification—the research highlights how creating co-working and co-living spaces, fostering a supportive community, and ensuring robust digital infrastructure can effectively harness the potential of remote work to drive economic growth and innovation, for this development, the role of coordinated strategy and marketing is vital to position Câmara de Lobos as a desirable destination for remote professionals.



## 1.1 Remote Work in Portugal

No country has remained indifferent to the impacts of remote work, and Portugal is no exception. In addition to the adaptation of some Portuguese companies to the option of hybrid or fully remote work, Portugal is among the countries that have received and continue to receive a significant number of digital nomads from around the world. Regions such as Lisbon, Porto, Azores, and Madeira consistently rank high on Nomad List, a project with a community of over thirty thousand people worldwide and in constant growth. This platform considers cities to be the friendliest for digital nomads based on real-time data from the nomad community, evaluating various factors such as politics, security, cost of living, climate, community, internet access and speed, activities, among many others. Portuguese cities are consistently in the top 10 in 2023.

The impact of this new form of globalization has been noticeable, coupled with the post-pandemic economic and social impacts and the war in Ukraine, meaning the economic landscape has been marked by record-high inflation, a booming real estate market driven by supply and demand imbalances, and the arrival of new, English-speaking businesses, representing the increase by foreign investment. On the regulatory front, Portugal has adapted with new travel or work insurance policies, like the Golden Visa. Tourism has seen less fluctuation and expanding into new markets, notably from the US, alongside a rise in local accommodation needs. Socially, the increased cost of living has led to general discontent among the population, and a "Nomad Life" culture has emerged. These are just some consequences of the most significant events in Portugal and the world over the last 4 years.

According to the National Association of Digital Nomads (DNA), it is estimated that around 40 thousand digital nomads arrive in Portugal monthly, staying in the country for an average of 2.5 months. In 2022 alone, Portugal welcomed approximately 120 thousand digital nomads, despite hosting around 15 million traditional tourists. Questions about the sustainability of the "Digital Nomad" phenomenon in Portugal are beginning to arise, and this is not unfounded.

Questioning the sustainability of a country with a high growth of digital nomads is natural. Especially a country with one of the lowest minimum wages in Europe, where around 120,000 graduates emigrated in the first semester of 2023, where property prices have risen exponentially in 3 years, where career progression is almost non-existent, and the middle class is dissipating. It is a professionally unattractive country for those born in it, but enticing for those who can work remotely in a safe place, where gastronomy excels, the climate is stable throughout the year, with natural beauty, and where the cost of living is not high compared to the average income of a digital nomad. Despite being a country where the people, according to a Gallup study in 2023, are



somewhat unhappy, they are friendly and hospitable, as revealed by a Jetcost study in 2019, where 70% of tourists considered Portugal as the most welcoming country in Europe.

## **1.2. Types of Remote Workers**

One way to better understand this social phenomenon of remote workers in 2024 is to subdivide it by types of remote workers, as there are not only "Digital Nomads". With the assistance of Micaela Freitas, Project Manager at Startup Madeira and Coordinator of the Digital Nomad Village project located in Ponta de Sol, Madeira, which received a total of over 17,000 registrations in 2021 from 139 countries and gained international visibility, appearing in more than 150 media outlets, it was possible to identify several profiles of remote workers based on the data and analysis obtained from the project: Digital Nomads – stay at the destination for about 2.5 months, travel from country to country, work as employees or freelancers, and are exempt from taxes in Portugal; Long-Term Digital Nomads – stay at the destination for more than 3 months and up to 2 years, work as employees or freelancers, pay taxes in their home country but live for an extended period in other countries, contributing through rent payments and other expenses; Entrepreneurial Digital Nomads – contribute tax-wise to the country where their company is registered, usually have companies that provide services or products remotely, do not need a physical space to promote their business, and sometimes hire local talent to meet human resources needs in their company; Investor Digital Nomads – Invest economically in Portugal, through real estate or opening companies in Portugal, hire local workers or partners, and contribute fiscally with the legal fees applicable to Portuguese companies; Immigrant Remote Workers – Have a remote job based in the country where the company is registered but live permanently in Portugal, may buy a house, live with family, and learn the local language; Local Remote Workers – Portuguese individuals who choose to stay and pay taxes in Portugal, working for remote companies located elsewhere in the world; Home-Office Workers – Work for Portuguese companies that are remote-friendly, remain in Portugal, and work from home.

## **1.3. Influence of Remote Workers in Madeira Island**

In a highly globalized world, within a span of four years, certain regions undergo an intensive multicultural experience. A case in point is the Autonomous Region of Madeira, which transitions from being a tourist island with approximately 10 million overnight stays in 2022 to, in 2023, maintaining the upward trend in tourism growth, according to Turismo de Portugal, and gaining international recognition as a hub for remote workers. This acknowledgment has transformed the island, swiftly relaying consequences and impacts on the economic market: The real estate



market has witnessed a surge, marked by an increase in the opening of real estate agencies, some focusing on specific markets such as the US or luxury real estate. There is a heightened demand for home purchases and long-term rentals, as well as a search for cohabitation spaces. The outcome of this interest is a rise in property prices, with only 20% sold to locals, according to data provided by ACIF (Commercial and Industrial Association of Funchal) in November 2023. The remaining 80% is distributed with 50% allocated to foreigners and 30% to mainland Portuguese. In February 2024, the highly known Idealista platform showed that 50% of the houses for sale in Madeira are set above the half a million price; With the high demand, property owners, investors, and entrepreneurs are now targeting foreign remote workers as their audience, adjusting prices in line with their financial capabilities. The cost of living in Madeira, already on the rise in recent years, has been further accentuated by the direct or indirect contributions of remote workers. Long term digital nomads, who are also entrepreneurs, are investing in Madeira with various contemporary business models comparable to those in trendy cities (Dias, 2023), creating new job opportunities and partnerships with local companies. Being a different kind of tourist, digital nomads, have become a highly specific target for tourism, valuing independence, local experiences, and a sense of community (Dias, 2023). This cultural shift has generated business opportunities for local entrepreneurs who quickly responded to this demand. According to Nomad List in January 2024, each digital nomad contributes an average monthly value of €2170 to the region's economy.

The first regional municipality to embrace this audience was Ponta de Sol, considered the pioneering town in adopting this new trend (Getman, 2021). Even before the pandemic reached its peak in 2020, Digital Nomads were already exploring Madeira. During the COVID-19 pandemic, Ponta de Sol became the epicenter for this new lifestyle with the establishment of the "Digital Nomad Village" project, organized by StartUp Madeira. This initiative targeted a youthful audience from anywhere in the world, resulting in remarkable outcomes. In a span of 3 months, between March and May 2021, they welcomed over a thousand digital nomads, with another two thousand unable to reach Madeira due to Covid restrictions. Now, Câmara de Lobos doesn't want to be left behind.

### **1.3.1. The Practical Case of Câmara de Lobos Municipality**

Câmara de Lobos is considered one of the most beautiful villages in the Autonomous Region of Madeira, located right next to the capital. It has approximately 35 thousand inhabitants and covers an area of approximately 51 km<sup>2</sup>. Its economy is essentially based on agriculture, fishing, local commerce, and tourism. It is one of the municipalities with the youngest population in Portugal.



Currently, the city is seeking to stimulate and diversify its economic growth by focusing on entrepreneurship, culture, creative industries, and simultaneously attracting talent and remote workers, whether they are locals or digital nomads. The municipality aims to achieve these objectives in a sustainable and progressive manner. These objectives align with the URBACT European cooperation program, which aims to promote the sustainable development of European cities. The municipality of Câmara de Lobos was approved for the REMOTE-IT project "Remote and Hybrid Work for Thriving Cities," which is part of URBACT European program. This project aims to promote the inclusion of remote and hybrid work as an essential part of the sustainable development of urban areas, with the intention of strengthening the capacity of public entities and local stakeholders to plan and implement strategies in their territory. The initiative aims to strengthen collaboration and governance, with a view to the sustainable and integrated development of the cities participating in the program. In addition to Câmara de Lobos, seven other European cities with varying levels of development, territorial features, and population were selected, namely: Dubrovnik (Croatia); Heraklion (Greece); Commune di Brindisi (Italy); Tartu (Estonia); City of Murcia (Spain); Bucharest District 6 (Romania); Tirana (Albania).

The city of Câmara de Lobos has gotten a boost from REMOTE-IT, receiving around 70 thousand euros to help meet several goals by 2025. Starting with a team to lead the project and create a group of local stakeholders who are ready to take action. The use of management and strategy tools to hit their targets, come up with plans to achieve the city's objectives, and kick off one or two pilot projects by the end of 2024. They're also looking to get involved in international networking through REMOTE-IT, which includes attending in-person meetings in eight different countries, participating in podcasts, forums, webinars, and using the REMOTE-IT playbook. Moreover, they'll analyze progress and put together annual reports to track their path.

### **1.3.2. Research Problem**

To achieve long-term objectives, the Municipality of Câmara de Lobos must work on multiple fronts. Some of the most critical issues to be addressed are having a large youth population, of which a worryingly high number is illiterate. The city has a bit of a rough reputation from its less developed days, and now there's a push to rebrand in order to draw in both talent and investment. A lack of housing and proper office spaces is another big hurdle, along with the need for more variety in the local business scene.

To turn things around, the city is looking to pull together financial and human resources to build up the infrastructure needed for remote work, aiming to make Câmara de Lobos a welcoming place for remote workers. It's not just about getting any digital nomads, the goal is to diversify the types of remote workers coming to the city. Moving away from the typical image of



digital nomads as young, single party-lovers, highly advertised in Madeira Island. Câmara de Lobos wants to attract local remote workers and well as foreign, families, investors, entrepreneurs, and artists, broadening the appeal and impact of remote work in the area.



## **2. Literature Review**

### **2.1. Remote Work Overview**

In the wake of the digital revolution that began to take shape in 1999, the landscape of work has undergone significant transformations, giving rise to various forms of digital employment. This period marked the advent of remote work, facilitated by advancements in technology that enabled tasks to be performed from home. The transition into the 21st century saw the emergence of seminal studies by Makimoto and Manners (1997) and Bryant (2000), highlighting the importance of remote work and its impact on the work-life balance. This early research laid the groundwork for a growing body of literature examining the dynamics of remote work arrangements, including technological, organizational, and socio-economic factors shaping its adoption and evolution.

The COVID-19 pandemic in 2020 served as a catalyst for the rapid and widespread adoption of remote work, presenting a drastic and sensible alternative in the employment landscape, particularly for jobs that could be performed entirely via computer and internet. COVID elevated remote work by three standards: first a change in perspective, from opportunity to necessity; second a change in scale, from niche to mass adoption; and third a change in rationale, from option to default solution. According to Ozimek (2020), approximately 50% of the U.S. workforce transitioned to remote work during this period, transforming residential spaces into offices and classrooms. This shift was initially perceived as a temporary solution to an unprecedented global crisis but soon revealed itself as an opportunity with predominantly positive outcomes for both employers and employees. Despite the apparent benefits, the period from 2020 to 2023 was marked by controversy and debate within the academic and research communities. Studies conducted during these years, including those from recognized universities and research centers, sparked discussions on productivity, with divergent views between employers and employees. Nicholas (2023) notes that perceptions of productivity are subject to individual interpretations, underscoring the complexity of measuring the effectiveness of remote work arrangements.

The academic scrutiny of remote work extended beyond productivity metrics to encompass psychological, social, and familial dimensions. Researchers like Felstead and Henseke (2017) explored the implications of remote work on employee well-being, job satisfaction, and work-life balance. Concurrently, studies by Wang et al. (2020), and Pokojski, Kister, and Lipowski (2022) investigated the operational efficacy of remote work, considering factors such as communication efficiency, self-discipline, job autonomy, and workload management. These investigations provided valuable insights into the multifaceted nature of remote work and its



ramifications for individuals and organizations. Despite the growing body of empirical evidence supporting the viability of remote work, challenges remain, particularly concerning managerial oversight, technological infrastructure, and the potential for social isolation. The controversy surrounding remote work also reflects a clash of interests between employees, who often cite advantages such as time optimization and improved work-life balance, and employers, who face challenges adapting to new technologies and managing remote teams.

Looking forward, forecasts by Ozimek (2020) and Appell (2021) suggest a continued increase in remote work, with projections indicating that 21.8% of the U.S. workforce will be working remotely by 2025, and the potential for 1 billion digital nomads globally by 2035. This anticipated growth underscores the need for nuanced approaches to remote work adoption and management, balancing the benefits of flexibility and autonomy with the challenges of maintaining productivity and organizational cohesion.

## **2.2. Destination Insights for Remote Workers**

As remote work transitions from a trend to a mainstream lifestyle, the rise of remote worker presents a unique opportunity for destinations like Câmara de Lobos to strategically enhance their appeal to this growing demographic. Recognizing this shift, research such as that by Poulaki et al. (2023) underscores the importance of each destination developing features that attract digital nomads, the essentials for catering to digital nomads include robust digital infrastructure. Reliable, high-speed internet is a top priority, as remote work depends heavily on connectivity. Destinations should ensure that both living and communal areas, such as cafes and parks, have strong Wi-Fi capabilities. Beyond digital needs, physical workspaces like coworking spaces play a significant role. These facilities must be well-equipped but also foster an environment conducive to networking and collaboration. Additionally, the overall quality of life is a significant factor for digital nomads when choosing a location. This includes affordable living conditions, a vibrant cultural scene, and safety. Legal support, such as straightforward visa procedures and clear tax guidelines, also makes a destination more attractive to this group of remote workers (Poulaki et al 2023).

Furthermore, recent research by Getman (2021) and Mourato, Dias, and Pereira (2023) has contributed to the understanding of remote work practices, particularly in the context of digital nomadism - destination creation. Getman's (2021) explores the socio-cultural dynamics, infrastructural needs, and sustainability challenges associated with establishing destinations that appeal specifically to digital nomads. This includes developing remote work hubs, community-focused co-living spaces, and infrastructures that support the unique lifestyles and professional



needs of remote workers. This study is crucial as it highlights the multifaceted approach needed to attract digital nomads, focusing not just on physical infrastructure but also on creating social environments that foster community and collaboration, by elucidating the factors that contribute to the attractiveness of such sites, Getman's (2021) research offers valuable insights for urban planners, policymakers, and tourism entrepreneurs seeking to leverage the opportunities presented by the increasing prevalence of remote work.

Furthermore, Mourato, Dias, and Pereira (2023) delve into the socio-economic impacts of digital nomadism, specifically focusing on the influence of digital nomads' social responsibility on their entrepreneurial self-efficacy and innovation. Their research employs quantitative methods to draw connections between responsible behaviors and significant improvements in self-efficacy and innovative capacities. The study is crucial as it underscores the role of digital nomads as agents of societal and economic advancement through their ethical practices. They are not merely transient workers but key players in community development, driving innovation and progress through responsible actions. The findings reveal that digital nomads who exhibit socially responsible behaviors tend to possess higher levels of entrepreneurial self-efficacy, enabling them to effectively manage and initiate business ventures, even under challenging conditions. Such nomads are more inclined to adopt innovative practices, often developing business models that not only yield profits but also positively impact the communities they inhabit. These models typically promote sustainability and ethical practices, fostering more sustainable community development. By integrating ethical practices into their professional lives, digital nomads make substantial contributions to the societal and economic environments of their host destinations. Their activities enhance local awareness of social and environmental issues, elevate corporate social responsibility standards, and can even influence local policy towards more sustainable practices. Additionally, digital nomads actively participate in or initiate community projects, enhancing community bonds and fostering social cohesion, which are vital for sustainable community development and engagement.

### **2.3. Community Projects for Remote Workers**

As the research on remote work deepens, an increasing emphasis is placed on the importance of community for remote workers. Studies by Getman (2021), Mourato et al. (2023), Poulaki et al. (2023), and Andrade (2023) and many others, all seem to agree by empirical, quantitative, and qualitative evidence that the creation and promotion of remote work "communities" as indispensable elements for cities striving to become remote work-friendly environments.



Additionally, an examination of successful projects tailored specifically for digital nomads, including Nomad List, Digital Nomad Association, and Digital Nomad Village, reveals insights into the significance of community initiatives. Of particular interest is the interview with Micaela Vieira, Coordinator of the Digital Nomad Village project, which offered valuable insights into the diverse profiles of remote workers and their requirements within community-oriented endeavors. These findings underscore the pivotal role of community projects in supporting remote workers and enhancing the success of cities aiming to promote themselves as friendly to this target. Offering community engagement activities that connect nomads with local residents can enrich their experience and support social integration (Poulaki et al. 2023). The most relevant part of such initiatives has to do with the potential to shape the landscape of remote work environments by fostering collaboration, networking, and a sense of belonging among remote professionals, thereby contributing to the development of vibrant and more inclusive ecosystems.

## **2.4. Trends and Insights**

An in-depth research endeavor such as this one wouldn't be comprehensive without delving into statistical data insights. These insights were crucial in gaining a solid understanding of the key trends and patterns surrounding remote work and digital nomadism. Through the examination of data sourced from reputable entities like Eurostat, the Portuguese National Statistics Institute, and Idealista, valuable insights into the economic, social, and regulatory factors shaping this phenomenon were uncovered. A notable trend that emerged from the analysis is the significant surge in remote work adoption. Statistics gleaned from Buffer's State of Remote Work report and Harvard Business Review shed light on the widespread transition to remote work arrangements. Both managers and employees are grappling with issues related to productivity, work-life balance, and organizational culture amidst this paradigm shift.

Furthermore, the rise of digital nomadism has become a prominent aspect of the contemporary labor landscape, with Portugal emerging as a favored destination for remote workers worldwide. Data from the Portuguese Digital Nomads Association, Nomad List, and Thrillist's ranking of countries with the largest digital nomad population highlights the fascination with Portugal, driven by factors such as lifestyle quality, affordability, security, and community engagement. However, alongside these opportunities come challenges and implications. The exponential increase in digital nomads in Portugal, especially in areas like Lisbon and Madeira Island, coinciding with the already established upward trend in tourism, has sparked increased demand for housing, infrastructure, and regulatory frameworks. This influx of digital nomads also



raises concerns about the sustainability of local economies, social cohesion, and the preservation of cultural heritage.

Moreover, the Nomad List data revealing an average monthly spending of approximately 2100€ and 3700€, in Madeira Island and Lisbon respectively, by digital nomads, compared with the national average salary this has raised eyebrows, particularly among locals. The correlation between the rising cost of living in Portugal and the dominance of digital nomads is evident, exacerbating existing challenges with housing affordability. The heightened demand for housing from both locals and digital nomads has driven up prices, rendering it increasingly difficult for residents, particularly those with lower incomes, to secure suitable accommodation.

## **2.5. Importance of Open Strategy and Valued Focused Thinking**

In addressing the research problem confronting the Municipality of Câmara de Lobos, the significance of open strategy and value-focused thinking becomes evident for achieving long-term objectives. The municipality confronts a range of critical challenges, both qualitative and quantitative, necessitating a holistic and collaborative approach. Compliance with REMOTE-IT European regulations is imperative to tackle these challenges effectively. An open and transparent stance toward regulatory compliance not only ensures alignment with European standards but also facilitates collaboration and knowledge exchange with other participating municipalities.

As emphasized by Stadler, Hautz, Matzler, & Friedrich von den Eichen (2021), effective strategy hinges on factual foundations. This involves uncovering insights overlooked by others, challenging the notion that only top executives can unearth them, and crafting strategies and forecasts accordingly. Embracing an Open Strategy for Câmara de Lobos is thus pivotal, given the variety of challenges facing the municipality. To address the question of how to transform Câmara de Lobos into a Remote-Friendly City, the active involvement of local stakeholders is essential.

Data highlighted by Stadler et al. (2021) reveal that a significant portion of strategies devised solely by top executives—ranging from 50 to 90 percent—fall short. Opening up avenues for insight transcends limited perceptions, fostering an ethos of inclusiveness. For the EU REMOTE-IT project, the inclusion of local stakeholders is not just encouraged; it's a fundamental rule for cities aspiring to thrive, particularly smaller ones like Câmara de Lobos.

It quickly became apparent that the municipality not only needed to engage stakeholders but also focus on their core values (Keeney, 1994). With an open strategy, a multitude of ideas and potential solutions emerge, but their value must be scrutinized. Deep reflection is imperative, the city cannot entertain every idea that surfaces. Rather, it must identify a select few objectives as pathways toward its overarching goal (Keeney, 1994) (Steinberg et al. 2011). Evaluating



alternatives, forecasting consequences, addressing shortcomings, and considering diverse perspectives are all critical strategic thinking techniques, defended by Keeney (1994), to be employed when vetting the top ideas. Before implementation, each top idea must undergo collective scrutiny to anticipate future behaviors and mitigate risks. This rigorous process is essential to enhance the municipality's readiness for the post-implementation phase, ensuring its ability to respond effectively to outcomes—positive or negative—and seamlessly achieve its primary goal.

## **2.6. Strategy, Planning and Marketing when Implementing Projects**

Since the 80's research on the importance of strategy in the public sector started to take place, for Eadie (1983) this is a matter of public interest because it aims to enhance the efficiency, responsiveness, and effectiveness of public organizations.

By empirical evidence a lot of great research has been done on strategy, but it is of no use to stay only in theory, when it comes to implementation, the issue has received less attention. Once a strategy is formulated, its execution often appears as a question of operational details and tactical adaptations (Pellegrinelli, et al. 1994). Action is what turns an organization's strategic objectives into reality. For this to happen, the first step is to structure and develop the strategy, plan to execute it by translating strategy into actionable plans and employees with consistent standards and willingness to take the necessary actions (Pellegrinelli, et al. 1994), and finally, if it makes sense, use marketing strategies to promote the project so that it reaches its target audience, since 1982 Adderson P.F., talked about the importance of integrating marketing on strategic planning, this means that all marketing efforts are aligned with the company's goals. On Madeira Island, specifically, the concept of marketing within municipalities is just beginning to take shape. Up until recently, marketing within the regional public sector primarily involved monitoring media coverage. By empirical evidence it's apparent that most of the communication in the public sector of the archipelago lacks coherence, deliberate planning, and high standards. This is starting to be reformulated, but still a long way to go. While marketing objectives in the public sector may diverge from those in the private sector, effective communication and audience engagement remain vital for achieving successful delivery, engagement, and efficiency in public initiatives (Graham, 1994).

When considering implementations in the public sector, whether for marketing or strategy, it is imperative to approach them with care and mindfulness. This entails acknowledging limitations and understanding the necessity of tailoring approaches to cater to the needs, values, and objectives at hand (Bryson et al., 2018). A formal strategy process is important as it provides



clarity and discipline, but the implementation of strategy may not always adhere to rigid or formal structures as assumed by many planners (Morris, et al. 2005). And in the case of public organizations, as complex as they are with multiple projects in multiple fronts being developed, it's easy to assume that a rigid formal structure might not work, the main idea is to formalize but also to remain flexible and open to adapt projects to new circumstances (Steinberg et al.).

Overall, integration of strategy, planning, and marketing emerge as an asset for private organizations as well as for public, both can better position themselves to address the challenges, harness opportunities and achieve their goals. In doing so, they can contribute to creating a holistic future that is more organized, more efficient, and most importantly having in consideration a multitude of criteria, such as the well-being and aspirations of individuals and communities.







### 3. Methodology

When examining the initial approach, the REMOTE-IT project in Câmara de Lobos, it became apparent that there was a lack of organization and coherent strategic management practices. This observation highlights a fundamental principle: regardless of its public nature, an organization requires a strategic approach to fulfill its goals, embody its mission, and advance toward its vision.

The project's engagement with local stakeholders necessitated a methodological approach, one capable of handling both qualitative and quantitative criteria, leading to the selection of the Multi-Criteria Decision Analysis (MCDA) methodology. This choice was driven by the complex challenge the project aimed to address: How to turn Câmara de Lobos into a remote-friendly city? This overarching question incorporates various factors such as budget considerations, relevance, timeline, the impact across political, economic, social, technological, legislative, and environmental (PESTLE) domains, risks, and resource allocation. To navigate these complexities, the project was structured around four distinct phases.

The first phase, Recognition (from October to November), involved a thorough relevant literature review, an analysis of the project's European regulatory framework, an evaluation of the URBACT Toolbox, and the identification of key local stakeholders. This foundational phase set the stage for a comprehensive understanding of the project's context, which set the stage for further analysis and strategic planning.

The Planning phase followed (December), due to required deadline limitations, started by the application of MCDA techniques with the Stakeholders, having in consideration the question “How to turn Câmara de Lobos a Remote Friendly City?”, a meeting for the structuring techniques Brainstorming and Cognitive Mapping, and a second meeting for evaluations techniques using the Nominal Group Technique and the Analytic Hierarchy Process (AHP), after reaching the top 5 initiatives, maintaining agreement with the REMOTE-IT regulation, a Problem Tree technique was applied to achieve deep thinking on what problems these five initiatives might bring. And finally, a Valued-Focused Thinking approach with the aim of turning the foreseen problems of the top five initiatives into opportunities and to better prepare the municipality for the future ensuring its ability to respond effectively to the project outcomes.

The Analysis phase (January to April), characterized by an external analysis employing methodologies like PESTLE, Market Analysis and SWOT frameworks to assess the municipality's current standing in the topic “remote work”. The analysis was reinforced by strategic, planning, and marketing insights, serving as an essential complement to the previous phase and providing additional perspectives before making a final decision.



The Implementation phase (May to July), this time was dedicated to the execution of an action plan, further details on page 22, to develop two pilot projects, between September and December, and observing its initial impact and feasibility in the real world, working together with the decision makers, stakeholders, and the European REMOTE-IT team.

This methodical approach underscores the importance of strategic planning, stakeholder engagement, and adaptability in public projects. By addressing the multifaceted criteria involved in making Câmara de Lobos a remote work-friendly city, the project demonstrates a balanced consideration of economic, social, and environmental impacts, striving for a sustainable and inclusive future.



## 4. Presentation and Analysis of Information

### 4.1. Stakeholders Selection

Once the correct methodology was established, it became crucial to choose significant stakeholders and implement the techniques of Multi-Criteria Decision Analysis (MCDA), Problem Tree, and Value Focused Thinking.

In the selection process, it was imperative to pick individuals who not only would participate voluntarily but also fulfilled practical criteria including legitimacy, expertise in arts, entrepreneurship, or profound knowledge of Câmara de Lobos, along with a demonstrated potential and interest in the city's development initiatives.

As a result of the selection process, the invitations were accepted by a distinguished group of thirteen professionals, each bringing a unique perspective and set of skills to the table. The final list of participants featured Joel Viana and Dina Silva, both pivotal figures from Câmara de Lobos with roles as Head of Projects and Project Manager, respectively. Representing StartUp Madeira, Carlos Lopes, the President, and Micaela Vieira, a Project Manager, were chosen for their entrepreneurial expertise and involvement in digital nomad's communities. The gathering also included Filipe Silva from Associação Insular de Geografia and Maria Jardim from Lourdes Gallery, both managers in their fields, providing insights into geography and the arts. The business sector was represented by Toni Oliveira from Na Minha Terra TV, CEO and eager entrepreneur, and Fernando Lopes and Beatriz Gonçalves from Rodoeste, holding the positions of CEO and Communications Specialist, respectively, offering perspectives on city mobility. José António and Carlos Barradas brought their experiences from the cultural and educational sectors as Managers of Metáfora Theater and Open University. Lastly, the digital and creative landscapes were not overlooked, with Mariina Kislyak, a Digital Nomad and Game Producer, and Bruna Livramento from BRB Creative Agency enriching the discussion with their contemporary point of view.

To accommodate everyone's availability, the process was arranged into two sessions, a week apart, each extending to a maximum of three hours. The opening session was devoted to introducing the participants, discussing the theme, and initiating the structural techniques of the MCDA methods, which included Brainstorming and Cognitive Mapping. And the second session focused on the evaluation techniques of MCDA, the Nominal Group Technique following the AHP, and the session finished with the Problem Tree and Valued Focused Thinking.



## **4.2. MCDA**

To initiate the Multi-Criteria Decision Analysis journey, it necessitates the articulation of a guiding question. This step gains relevance in the context of the REMOTE-IT initiative, which ambitiously targets the enhancement of urban development across Europe. REMOTE-IT's primary objective is to foster cities that are not only flourishing but are also models of sustainability and innovation through the exchange of experiences and collaborative learning. This initiative places a significant emphasis on cultivating cities that are welcoming to both the digital nomad population and remote workers, thereby cities must venture into uncharted territories with a clear mission: to pioneer initiatives that are not only visionary but also pragmatically address key challenges. These include nurturing the cultural and creative sectors, attracting a community of local remote workers and digital nomads, fostering sustainable mobility and tourism practices, enhancing the quality of life for residents, and ensuring that the public sector is fully equipped and mentally prepared for these changes.

To consolidate these factors into a focused inquiry, we must pose a question in a precise and clear manner. This question should not only highlight the essence of REMOTE-IT, its friendly approach, but also guide stakeholders through the myriad considerations behind the main vision. 'How to turn Câmara de Lobos a Remote-Friendly City?' appears to be the appropriate direction, reinforcing with facilitation techniques and reminders of all the matters to consider.

### **4.2.1 Brainstorm**

The Brainstorm technique started with a thinking icebreaker, the chosen method was the “The Worst Possible Idea”, a design thinking technique where team members purposefully seek the worst solutions to a problem, the idea might be bad, but the solution needs to be effective. This method exists to unblock thoughts, limitations, boost confidence and spike creativity. And maybe from bad ideas it can flourish some great ones. In this case, it was merely an icebreaker technique.

When starting the Brainstorm session, the stakeholders needed to have in mind the main question “How to turn Câmara de Lobos a Remote-Friendly City”. The creative process was made with an unlimited time cap, a board and colorful post-its, each participant had a different color to assign their contributions. The session's design encouraged the spontaneous generation of ideas, leading to natural discussions among stakeholders. This interaction was a strategic element of the session, fostering an environment where ideas could evolve and gain momentum through collaborative dialogue and debate. Notably, several suggestions were either duplicates or closely aligned, indicating a convergence of thought among the participants. By the session's conclusion,



these contributions were systematically compiled onto a MIRO board, culminating in a collection of fifty-five ideas, see appendix A.

#### **4.2.2 Cognitive Mapping**

A crucial segmentation of the structural techniques of MCDA, Cognitive Mapping, happened after the first session with stakeholders, results on appendix B. During this stage, the primary task was to sift through the brainstormed ideas, organizing them on a board segmented by key sectors or areas of focus, once again utilizing the MIRO tool for this purpose. This process revealed thirteen main sectors where the ideas were categorized, with significant emphasis on the infrastructure needs and the well-being of the local population. Other highlighted areas included mobility, creation of a remote-work community, legislation and processes, research, and, with lesser focus on technology, marketing, entrepreneurship, partnerships, food, education, and wellness. These sectors were derived from the brainstorming session's ideas, all revolving around the central question of making Câmara de Lobos more friendly to remote work. It was also observed that this diverse group of stakeholders did not significantly address other potential critical factors like cybersecurity, tourism, and sustainability in their discussions.

Summarizing and outlining the key points of the cognitive map structure, it was possible to find twenty tree potential ideas to be developed by the city.

#### **4.2.3 Nominal Group Technique**

The second session started with the evaluation techniques of MCDA, firstly the Nominal Group Technique, to narrow down the top ten initiatives out of the twenty tree ideas. In this phase, critical questions started to rise: what roles can the municipality play in this process, and to what extent must they rely on private investment? The root of the issue is the municipality's readiness to welcome remote workers, which fundamentally hinges on the availability of critical infrastructure. Housing and office spaces emerge as top priorities, without adequate residential options or suitable workspaces, how can remote workers even consider relocating to Câmara de Lobos?

So, it is safe to say that the Nominal Group Technique raised important questions and each stakeholder voted from their own point of view, see the results on appendix C, culminating in the top ten initiatives: Conducting thorough UX Research to understand the specific needs and preferences of remote workers and how the city can better serve them; Creating an Official Community that provides a network and support system for those new to the city, helping them feel welcomed and connected; Setting up a Co-working Space where individuals can collaborate and work in a professional environment that not only encourages productivity and networking but



also supports expenditure in nearby small businesses; Training Programs led by seasoned remote workers to share valuable skills and insights with local residents; Implementing fast Wi-Fi and establishing Wireless Hotspots throughout the city, ensuring high-speed internet access is always within reach; Creating a Municipal Department focused exclusively on the needs of remote workers, from addressing their bureaucratic and accommodation needs to helping integrate them into the community; Appointing an agent/coordinator to assist locals in offering their flats or rooms to Nomads, making the process of finding a place to stay easier, safe and more efficient; Launching a support project aimed at revitalizing vacant houses, turning them into habitable homes that can enrich our community and provide more living options; Developing co-living spaces that allow for shared living and working arrangements, ideal for those who seek a collaborative, cheaper and community-centric lifestyle; Finally, and very specific one, designating a physical space on the second floor of the municipal library for co-working, providing fast and cheap way to develop a quiet, resource-rich environment to co-work.

Fifty percent of these ideas are focused on infrastructure, once again highlighting the need for housing and office spaces in Câmara de Lobos.

#### **4.2.4 Analytic Hierarchy Process**

The Analytic Hierarchy Process was conducted to prioritize the top five initiatives based on their importance, utilizing Saaty's scale to compare each idea against the others. This evaluation involved the same stakeholders who participated in the Nominal Group Technique, where each one voted and shared their argument, for more details consult appendix D. The decision-making process was predominantly democratic, though in cases of a tie, a delegate from Câmara de Lobos held the authority to make the decisive vote. It was imperative that every stakeholder felt that the process was fair, and their opinion heard.

This thorough yet fluid process resulted in identifying the five most critical initiatives, listed by order of priority: Establishing a co-working space; fostering a community development; creating a co-living space; providing training opportunities by remote workers for the local population; and launching a support project aimed at renovation of vacant houses.

### **4.3. Problem Tree**

The Problem Tree, required by EU URBACT regulation, proved useful for planning the REMOTE-IT application. Although the municipality was initially only required to develop at least one initiative in 2024, attracting remote workers and digital nomads effectively demanded a broader strategy.



Therefore, addressing the challenges of not just one but all five top initiatives reflected a forward-thinking attitude essential for long-term success.

The Problem Tree facilitated a thorough examination, highlighting potential challenges through a proactive problem-focused brainstorming session. This approach was designed to equip the municipality with strategies to mitigate adverse outcomes following the implementation of these initiatives, for specific results see appendix E.

By the end of the Problem Tree session, several challenges were identified. Firstly, a noticeable lack of parking spaces in the city, which is a present issue. Additionally, coworking spaces without the right promotion could be underutilized, indicating a potential discrepancy between available facilities and their demand or awareness among potential users. The issue of centralization was also a highlighted problem, suggesting that services and amenities might be too concentrated in the city center, possibly neglecting peripheral regions. Lack of communication both among stakeholders and towards them could hinder collaboration and awareness of available opportunities and initiatives.

Social tension was another concern, especially if the city starts to address digital nomads' problems and leaving behind direct development for locals. Lack of interest from the private sector might be a threat, this external investment is crucial for the success of any community-driven initiative. The integration of new residents, including digital nomads, into the local community might prove challenging, further complicated by real estate speculation that could drive up living costs and possibly generate social protests. Property owners who lacked a proactive approach into reselling their vacant houses or lands were additionally pointed out as future obstacles.

Legal and bureaucratic hurdles, along with logistical challenges, can make difficult the efficient implementation of new initiatives to welcome newcomers. Misinformation and unrealistic expectations about digital nomads can lead to a failure in recognizing the full potential that these individuals can offer to the community. Lastly, language barriers and communication issues between residents and foreigners can also be a tough challenge.

The Problem Tree exercise was developed in the second session with the preselected stakeholders.

#### **4.4. Valued-Focused Thinking**

Identifying a problem is the first step towards solving it. Value-Focused Thinking, as described by Keeney (1994), posits that every problem presents a solution, opportunity, alternative, or even undiscovered objective. In essence, this approach promotes a transition towards proactive



problem-solving by emphasizing the importance of identifying and prioritizing values. This focus helps reveal a wider array of possible solutions and opportunities, enabling decision-makers to consider options more carefully rather than resorting to impulsive actions to address problems.

After the Problem Tree brainstorming session, stakeholders regrouped to tackle previously identified challenges by proposing solutions, opportunities, alternatives, or hidden values. This phase was conducted towards the end of the second session, despite the constraints of time and a general sense of weariness among the participants, several noteworthy resolutions emerged, see the results on appendix F.

For the proposed co-working space, the group expressed concerns over the possibility of parking shortages, the space not being utilized effectively, and the potential for creating an overly centralized location. To address these, it was suggested the promotion of public transportation and bicycles, along with the creation of niche-themed co-working environments to draw specific crowds in several peripheries, which might also bolster economic development in the surrounding area. The establishment of an official community was also discussed, particularly to bridge the communication gap between stakeholders. The integration of digital communication platforms and the appointment of a dynamic coordinator were seen as viable strategies to improve interactions, stakeholder involvement and partnerships development. As for the co-living initiative, the group acknowledged the potential for social tension, the private sector's disinterest, and integration challenges, advertising to increase awareness, disseminating positive stories in the media and among private sector circles, and forming an official community tasked with organizing integration-centric projects and events, including volunteer opportunities seemed potential opportunities. In dealing with the challenge of rebuilding vacant houses, several issues came to light, such as real estate speculation, the risk of social protests, a lack of initiative among property owners, and the labyrinth of legal and bureaucratic processes. To mitigate these, the participants considered enforcing relevant laws or regulations, promoting the project's advantages to gain support, replicating the model for residents, and introducing incentives like tax breaks or grants to foster involvement.

Finally, when discussing the training that digital nomads could offer to locals, the group pointed out potential pitfalls: the spread of misinformation, bureaucratic complexity, and communication barriers due to language differences. In response, it was proposed establishing a clear curriculum and certification process, opting for informal and simple projects to enhance participation, and hiring translators or facilitators to aid in effective communication.

Although the results were constrained by the limited time, these preliminary findings established a foundation for continued dialogue and the enhancement of the initiatives.



## 4.5 External Analysis

When developing a strategic analysis for a public organization like the Municipality of Câmara de Lobos, focusing on external analysis over internal analysis makes not only practical sense but is also crucial for ensuring the success of the project. Unlike a traditional business, which offers tangible products or services, a municipality like Câmara de Lobos is primarily engaged in governance, resource allocation, and community development. In this context, understanding the external environment in which the municipality operates is far more critical than delving into an internal analysis of resources or capabilities. The primary reason for emphasizing external analysis lies in the complex array of environmental factors that can significantly influence the success of public projects. These factors (PESTLE) form the broader context within which the municipality must operate and make decisions. By conducting a thorough external analysis, the municipality gains a deeper understanding of these dynamics, which allows it to anticipate challenges, identify opportunities, and align its strategic initiatives with both local and global trends. For example, understanding the political landscape can help Câmara de Lobos navigate any regulatory changes that might impact its ability to attract remote workers. Similarly, analyzing economic conditions can provide insights into the availability of housing and the cost of living, both of which are crucial for drawing in remote professionals. Moreover, external analysis is essential for responding effectively to market conditions and trends. Although Câmara de Lobos does not sell a product in the traditional sense, it is still operating within a "market"—the socio-economic environment that it creates for its residents and potential newcomers, such as remote workers. By focusing on external factors, the municipality can assess how favorable or unfavorable these market conditions are for attracting and retaining remote workers. It also helps the municipality stay ahead of broader trends, such as the increasing popularity of remote work and digital nomadism and use these trends to position itself as an attractive destination for such demographics.

In addition to understanding market conditions, external analysis is crucial for strategic alignment with external stakeholders. In the public sector, the success of initiatives often hinges on the ability to collaborate with various stakeholders, including other government bodies, private sector partners, and international organizations like the European Union. Conducting an external analysis allows Câmara de Lobos to map out these relationships, understand the pressures and expectations from these external entities, and align its strategies accordingly. This alignment is key to securing the necessary support, funding, and participation needed to successfully implement its projects.

While the internal analysis has its relevance in the public sector, it diminishes with this project, because the municipality doesn't yet have a defined product or service offering to be



compared or analyzed. The internal analysis tools like the VRIO framework, which assess a company's resources and capabilities to determine competitive advantage on a product or service, is less applicable in this context, even more so knowing that Câmara de Lobos does not have a defined product or service in this matter, so it cannot compare or analyze its advantages. Instead, what is more important for Câmara de Lobos is its capacity for strategic foresight, adaptability, and effective stakeholder management. The municipality's value proposition lies not in defending or leveraging unique resources but in its ability to create an environment that supports and attracts remote workers—a goal that is heavily influenced by external factors. In this situation, the internal part of the SWOT analysis is more than enough. However, the external environment—shaped by economic trends, technological advancements, political shifts, and social dynamics—will have a far more significant impact on whether Câmara de Lobos succeeds in its goal of becoming a remote-friendly city.

#### **4.5.1. PESTLE**

##### **Political Factors:**

The recent political instability in Portugal and Madeira could impact initiatives aimed at attracting remote workers and digital nomads to Câmara de Lobos. The national shift from a center-left to a center-right government following the resignation of the Prime Minister in 2023, raises some uncertainties about the continuation of policies supporting digital nomadism and remote work. New policy directions, budget allocations, and priorities are likely as the new government establishes its agenda, which could alter the support landscape for such initiatives.

The Autonomous Region of Madeira faced its political crisis in early 2024, with the resignation of key political figures, including the president of the archipelago and the president of the capital, due to corruption allegations. This regional turmoil might affect the local administration's ability to support and effectively implement programs targeting digital nomads in Câmara de Lobos, impacting governance stability and potentially delaying or reshaping initiatives.

Câmara de Lobos has seen a change in leadership, the former president was elected to represent the island in the Portuguese legislative elections. The new city representative, who has been closely involved with the REMOTE-IT project from its inception, has taken over. This change could prove beneficial as the new leader's familiarity and active engagement with the project may enhance its implementation and success. But if in a couple of years the president changes once again, this could represent a change in strategic direction.

The effectiveness of the new administrations, both at the national, regional, and local levels, in stabilizing the political environment and restoring trust will be crucial. Their commitment



to engaging with international workers and supporting technological and innovative initiatives will play a significant role in maintaining and enhancing Madeira's attractiveness as a destination for digital nomads.

Given these changes, it's essential for stakeholders in Câmara de Lobos to develop strategies that mitigate risks associated with political instability. In the first quarter of 2024 is notable that the city is intensifying its engagement with European initiatives by proactively submitting applications, accepting invitations to participate, and achieving notable recognition in various EU-funded projects. This strategic approach includes participation in additional projects specifically aimed at remote workers, highlighting the city's commitment to establishing itself as a key player in the integration and support of this demographic within the European context. Such active involvement not only enhances the municipality's standing within the European Union but also aligns with its broader objectives to foster a supportive environment for digital nomads and remote workers.

#### **Economic Factors:**

Câmara de Lobos' objective to attract digital nomads and remote workers as part of the REMOTE-IT project, reflects a significant economic opportunity for the city. These efforts are crucial given the economic insights provided by Nomad List, notably each nomad spends an estimated amount of 2100€ monthly contribution to Madeira Island economy. This influx of funds benefits various sectors, particularly housing, food services, and leisure activities, enhancing overall economic activity and presenting both opportunities and challenges.

The presence of this tech-savvy globally connected demographic helps diversify the economic base beyond traditional sectors of Câmara de Lobos like gastronomy, agriculture and fishing. Furthermore, their diverse skills, interests and experiences can spark local entrepreneurship and innovation, especially in creative, tech, and cultural industries as encouraged by Câmara de Lobos participation in REMOTE-IT project. However, to sustainably benefit from this growing population, the municipality must address potential strains on infrastructure, including the need for high-speed internet, co-working spaces, and housing.

The growing demand for housing by digital nomads has contributed to rising living costs in Câmara de Lobos and across Madeira Island, affecting residents and potentially leading to gentrification. This surge in housing costs might also deter remote workers, who may be disinclined to pay higher prices. According to Idealista, the interest of foreign investors in the Island's real estate has declined by almost seven percent at the start of 2024, signaling a possible shift in the attractiveness of the region to this demographic. Also in the first quarter of 2024, the municipality announced plans to construct 145 social housing units to address affordability issues.



However, concurrently, the real estate market in Madeira Island, reported in Idealista, that the average price for a house has reached half a million euros. This sharp increase in housing costs risks sidelining the middle class, highlighting a need for careful management to ensure that the economic advantages of attracting remote workers do not marginalize the local community, particularly the middle-class residents.

The interaction between digital nomads and the residents of Câmara de Lobos can lead to the sharing of global perspectives, innovative ideas, and varied professional practices, which can inspire local entrepreneurs and businesses. This melding of different cultures and ideas can spark creativity and innovation, potentially leading to new collaborative projects and ventures that could boost the local economy. To maximize these benefits, effective integration strategies are crucial. Those initiatives not only can help in breaking down barriers and building friendships but also encourage professional networking, creating opportunities for business collaborations and skill sharing. Local government and community organizations could play a pivotal role by organizing these events and providing platforms for continuous engagement, ensuring that both communities grow together in a harmonious and mutually beneficial way.

In response to the growing interest in sustainability among digital nomads, there is a significant opportunity for Câmara de Lobos to develop and promote sustainable tourism and lifestyle businesses. This approach aligns with global trends towards environmentally conscious living and positions Câmara de Lobos as a forward-thinking destination that values both ecological health and economic development. By capitalizing on these trends, the city can attract a demographic of remote workers who are not only looking for a beautiful place to live but also one that reflects their values of sustainability and wellness.

### **Social Factors:**

The arrival of digital nomads is introducing a demographic with characteristics distinctly different from those of the existing local population, creating a social landscape ripe for both opportunity and challenge. According to the US Chamber of Commerce, digital nomads are typically well-educated, financially self-sufficient, and engaged in professions that allow for remote work. They are also known to prioritize sustainable practices and place a high value on community and wellness, characteristics that are often referred to as part of the "Nomad Culture". This contrasts sharply with some of the local demographics of Câmara de Lobos, data provided by the Regional Directorate of Statistics of Madeira shows the high rates of school dropouts, challenging family environments, and lower economic status. Such disparities can lead to social friction as the benefits of an influx of wealth and different cultural practices may seem inaccessible or alien to long-standing residents, fostering a sense of exclusion or displacement.



The town is also dealing with significant social issues such as drug addiction— notably a high consumption of legal drugs—homelessness, and increasing crime rates, which have surged from 2021 to 2022, according to the Regional Directorate of Statistics of Madeira. These problems contribute to a general feeling of insecurity on the streets, further complicating the integration of a transient, often more privileged, population. The lifestyle and disposable income of digital nomads can drive up the cost of living, including housing and daily expenses, which may put further social pressure on local inhabitants who already feel marginalized.

Moreover, the integration of these two distinct groups requires more than cohabitation, it demands an active engagement strategy that fosters mutual respect and understanding. Without effective social integration policies, there's a risk that the digital nomads might form insular communities, detached from the broader local culture, which could exacerbate existing social divides. Addressing these social challenges thoughtfully and proactively is critical. It ensures that while Câmara de Lobos evolves into a hub attractive to global remote workers, it also remains a community where local needs are met, and residents feel valued and integrated within the changing social landscape.

#### **Technological Factors:**

Once again, the technological factors are both a pivotal challenge and an opportunity for the city's development, particularly in enhancing its appeal to digital nomads. Câmara de Lobos does not currently stand out as a hub of technological innovation within Madeira. The city lacks a significant presence of tech-evolved businesses and does not have its own research and development (R&D) facilities, relying instead on regional government institutions for any technological development and innovation. This dependency limits the city's ability to drive its own technological advancements and to attract investments that typically favor regions with robust innovation ecosystems. However, the occasional organization of tech-related events by external entities indicates a recognition of the potential for growth in the technology sector. These events can serve as a crucial steppingstone, providing a platform for local entrepreneurs to connect with the broader tech community and for the city to attract attention from potential investors and tech professionals.

The development of technological infrastructure is not just about attracting tech companies or fostering innovation locally, it's also about creating an environment that caters to the needs of remote workers and digital nomads. These individuals represent a key demographic that relies heavily on technology for their daily professional activities. Enhancing technological accessibility and comfort can significantly boost the city's appeal to this group, who are integral to the modern, mobile workforce. These technological enhancements are necessary in today's digital



age, where the ability to work remotely from any location is becoming increasingly valued. As more people choose remote work for its flexibility and balance, cities that adapt to accommodate these needs will thrive. By integrating technology seamlessly into everyday environments, Câmara de Lobos can position itself as a forward-thinking city that meets the demands of a global, mobile workforce, thereby attracting a diverse population of digital nomads and remote workers. This, in turn, can stimulate local economic growth and cultural exchange, enhancing the city's vibrancy and global connectivity.

Overall, while Câmara de Lobos faces significant technological challenges, these also present unique opportunities. By proactively addressing its current limitations and strategically leveraging external events and partnerships, the city can transform its technological landscape, creating a more dynamic and appealing environment for digital nomads and fostering a more resilient local economy.

#### **Legal Factors:**

The legal factors significantly influence the city's ability to attract and support remote workers and digital nomads. Although the city has some autonomy to offer incentives, it largely depends on regional or even national government regulations and laws for more substantial legislative changes. This dependence can sometimes slow down or restrict the city's initiatives to become a more attractive destination for the digital workforce.

The discontinuation of the Golden Visa program for real estate investments at the end of 2023 and changes to the non-habitual resident status at the beginning of 2024 have led to a noticeable downturn in foreign demand for housing across Portugal. This includes a significant drop of 6.7% in Madeira, as reported by Idealista, a decline that could be correlated with the general rise in housing prices. However, these legislative changes could have mixed implications. On one hand, the reduced demand for properties might alleviate some pressure on real estate prices, potentially making housing more accessible to a broader audience. On the other hand, the legal shifts suggest a tightening of policies that have historically facilitated the influx of affluent foreign investors and residents. For Câmara de Lobos, adapting to these changes means potentially restructuring their local strategies to maintain or enhance its appeal to the growing demographic of remote workers who favor flexible and economically viable living conditions.

Another major limitation is the lack of local legislation specifically tailored to the needs of digital nomads and remote workers. For instance, the city itself does not employ a remote workforce due to existing employment laws, which may not have evolved to fully embrace remote working models that are becoming increasingly popular globally. This not only affects the



municipal workforce's flexibility but also reflects a broader hesitation and shows low preparedness.

Additionally, the city does not have a dedicated legal department that can assist the nomad community in navigating the local laws and regulations. The absence of this support can deter digital nomads who often look for ease of transition and clear legal guidelines when choosing their next destination. Without adequate legal assistance, the process of settling in, whether for short-term stays or longer periods, can become unnecessarily complicated for nomads.

Another significant legal aspect involves the revitalization of vacant properties. While there is a potential to facilitate and incentivize the reconstruction of these buildings to provide more housing opportunities, such initiatives require robust legal frameworks that encourage investment and redevelopment.

Overall, the legal environment in Câmara de Lobos needs careful consideration and potentially innovative reforms to fully capitalize on the economic and social benefits that a thriving community of remote workers and digital nomads could bring. The current legal constraints highlight the need for a more agile and responsive legislative approach that can adapt to the evolving work models and lifestyles of today's global workforce. Without such legal adaptability, the city may struggle to compete with more progressive regions that offer comprehensive support and clear incentives for digital nomads and remote workers.

#### **Environmental Factors:**

Câmara de Lobos, in its bid to attract remote workers and digital nomads under the EU project REMOTE-IT, need to demonstrate a commitment to sustainability, though it has several initiatives ongoing, it needs to step up the pace compared to other cities like Funchal, the capital of Madeira, Câmara de Lobos stands behind.

The city hosts events like the "Green Market" and implements other actions to promote environmental awareness and sustainable living. These events serve as a platform for local products and green technologies, fostering a community ethos centered around sustainability. These initiatives not only enhance the city's appeal to remote workers looking for a community with strong environmental values but also align with the goals of the REMOTE-IT project, which encourages the adoption of sustainable practices in urban settings.

One of the distinctive environmental efforts in Câmara de Lobos is the use of recycled materials in village decorations, which has become a major attraction. This initiative not only beautifies the city in an eco-friendly way but also actively involves local stakeholders and the community, showcasing a successful model of environmental sustainability integrated with



cultural tourism. These decorations highlight the city's commitment to sustainability and are particularly appealing to environmentally conscious remote workers.

However, despite these initiatives, the city lags somewhat behind in terms of a broader range of environmental policies and infrastructures. Additionally, the local restaurant industry in Câmara de Lobos has yet to fully embrace sustainability. There is a noticeable lack of options for sustainable, healthy, vegan food in restaurants and snack bars, which could be a displeasure for some remote workers who prefer these dining options.

Moreover, the city's main economic activities are based in the agriculture and fishing sectors, which while being traditional, could benefit from incorporating more sustainable practices. Enhancing these sectors' sustainability could not only improve the environmental footprint of the city but also boost its attractiveness as a destination for remote workers looking for a sustainable lifestyle.

To strengthen its position and appeal to remote workers and digital nomads, a type of tourism that is particularly interested in sustainability, Câmara de Lobos might consider expanding its environmental initiatives to include more comprehensive waste management practices, wider promotion of sustainable dining options, and the integration of sustainable practices into its primary sectors of agriculture and fishing. Furthermore, increasing collaborations with local businesses to promote green practices, and perhaps introducing incentives for sustainability efforts could elevate the city's environmental profile, making it more competitive with other destinations. This holistic approach could significantly enhance the city's alignment with the REMOTE-IT project's objectives and its appeal to a global workforce prioritizing environmental sustainability.

#### **4.5.2. Market Analysis**

##### **Demographic Analysis:**

Thus far in the project, it has become evident from the Literature Review that the remote work sector is expanding, with predictions indicating a predominant evolution. This suggests that it is a worthwhile investment for thriving cities.

Preferences of this target related to work environment, housing, lifestyle, and amenities, is also clear, remote workers, and especially digital nomads typically look for co-working spaces equipped with reliable Wi-Fi, which also host or have some kind of community events to foster social interactions. They also enjoy working from cafes, which adds a social and relaxed dimension to their work life. Regarding housing, digital nomads usually opt for rental accommodations, favoring flexibility and short-term commitments that align with their transient lifestyle. They are



drawn to picturesque locations that offer both safety and affordability, choosing to live in places for a few months at a time to immerse themselves in the local setting.

Lifestyle-wise, digital nomads and remote workers lead active and social lives. They prefer to explore their temporary homes like locals, investing in and supporting small businesses. They also have a strong preference for sustainable practices and products, reflecting their awareness and commitment to environmental issues. Additionally, they place great value on forming connections with the local community, seeking authentic experiences that deepen their understanding and appreciation of the local culture. They typically seek destinations that offer cultural richness, recreational activities, and opportunities for personal growth and exploration.

Remote workers are not confined to any one gender or age group, but digital nomads predominantly include individuals in their 20s to 40s, capturing both the Millennial and Gen Z. Their professional backgrounds are diverse, according to the data collected from Digital Nomad Village in Madeira, most of them are in the tech industry, creative sectors, entrepreneurial ventures, and consultancy roles. Financial independence is a key characteristic, many digital nomads earn a stable income sufficient to support a mobile lifestyle. This economic ability allows them to choose destinations based on preference rather than cost, although affordability still plays a role in their decision-making process. The trend towards “geoarbitrage”—selecting locations where the cost of living is lower than in their home country—remains popular among digital nomads, reflecting their savvy in maximizing economic benefits while enjoying a high quality of life.

### **Competitor Analysis:**

Internationally, it is clear that numerous cities around the world are recognizing and investing in the remote-work market, attracted by its significant financial and social potential. These cities are actively developing strategies and infrastructures to attract this lucrative demographic, as they can bring substantial economic benefits and contribute to the cultural vibrancy of a site. This global trend underscores the need for Câmara de Lobos to strategically position itself to compete effectively in this evolving market. This analysis involves a comparison between Câmara de Lobos and other cities that participated in the European Project REMOTE-IT, as well as an assessment of the local context within Portugal and Madeira Island.

Dubrovnik, Croatia, serves as a prominent example. Known for its historic charm and Mediterranean allure, Dubrovnik has established itself as a significant player in the tourist sector. However, the city grapples with over-tourism, which leads to seasonal fluctuations in population and costs, potentially deterring digital nomads who favor more stable and less congested environments. Moreover, Dubrovnik's recent initiatives, such as hosting its first-ever Digital



Nomad Meetup, highlight its efforts to adapt to the evolving needs of remote workers, aiming to balance its tourist appeal with new, innovative approaches to attract long-term, remote-working visitors. Heraklion in Greece and the Commune di Brindisi in Italy both use their rich historical and cultural offerings to attract digital nomads. While Heraklion's reliance on tourism echoes Dubrovnik's challenges, affecting economic stability, Brindisi's proactive strategies like 'Sea Working Brindisi' demonstrate an understanding of the remote workforce's needs but still lack a comprehensive, long-term integration plan. This could hinder sustained growth in this sector despite current efforts. Tartu, Estonia, and Murcia, Spain, illustrate how infrastructure and government support can significantly impact a city's appeal to digital nomads. Tartu, with Estonia's strong digital government services and IT infrastructure, makes a compelling case for remote workers looking for efficient and technologically advanced locales. However, its smaller size might not provide the social and cultural vibrancy some nomads seek. Murcia, offering a lower cost of living and substantial infrastructure, struggles with visibility and recognition as a preferred nomad destination, suggesting that even well-equipped cities need robust marketing strategies to attract this mobile population.

Turning to the national and regional context within Portugal, Lisbon and Porto have set high standards with their vibrant expat communities and tech hubs, overshadowing smaller cities like Câmara de Lobos. However, Madeira's unique natural beauty and mild climate offer intrinsic value that could be leveraged more effectively. Compared to its more famous neighbor, Funchal or even Ponta de Sol, Câmara de Lobos needs to enhance its visibility and develop targeted services and community activities that cater specifically to remote workers to compete effectively.

### **Trend Analysis:**

In the evolving landscape of work, the trend analysis based on Buffer article "The 2023 state of remote work" and for remote work and digital nomadism must consider several deep and interconnected factors: technological advancements, shifts in work culture, and socio-economic changes, especially post-pandemic, which collectively shape the potential for locations like Câmara de Lobos to attract and support this growing demographic.

Technological advancements are at the core of the rise in digital nomadism. The ubiquity of high-speed internet has fundamentally reshaped where and how work can be conducted. Tools such as cloud-based collaboration platforms, sophisticated project management software, and versatile communication apps are indispensable for remote workers. These technologies enable not just individual productivity but also maintain the cohesion of distributed teams. For a destination like Câmara de Lobos, ensuring robust digital infrastructure is no longer an amenity but a necessity, as the quality of digital connectivity directly impacts the feasibility of remote work.



The demand for comprehensive, localized support services for digital nomads is growing. These services include streamlined visa processes, tax guidance, and integration resources that help nomads navigate their new environments easily. Providing detailed, accessible information about such logistics is crucial for any destination aiming to attract this community. Additionally, the presence of supportive networks and professional communities in the area can greatly enhance the attractiveness of a location.

An often-overlooked aspect of the digital nomad demographic is its diversity. While many nomads are young and single, there is a significant and growing segment of older remote workers, those in their 40s or older, who are often married and have families. This group looks for destinations that offer not just temporary work solutions but also stable, long-term living conditions with suitable amenities for families, such as international schools and family healthcare services. They require destinations that not only support their work needs but also cater to their lifestyle, offering safety, educational quality, and community engagement. Research supports this observation, highlighting the increasing importance of mature-aged remote workers who prioritize destinations that provide comprehensive lifestyle accommodations beyond just work-related amenities. These older digital nomads are driving demand for more stable living conditions that include essential services for their families, further diversifying the digital nomad community and shifting the focus towards long-term, family-friendly environments (Holleran, 2022; Eager et al., 2022). For Câmara de Lobos, adapting to these extensive trends means creating an environment that is not only technologically equipped and culturally vibrant but also supportive and welcoming to families and individuals from diverse socio-economic backgrounds. This involves more than just providing the necessary infrastructure, it means fostering a community that digital nomads can feel a part of, whether they stay for a few months or decide to make it their permanent base.

#### **4.5.3. SWOT**

As briefly mentioned on page 22, the decision to focus on a SWOT analysis for the internal analysis of this project was made because it provided sufficient insight given the municipality's current profile. While the internal analysis was not extensive, the SWOT approach was effective in identifying key internal factors. In contrast, more effort was dedicated to the external analysis, as the project's success is heavily influenced by external factors. This approach aligns with the guidance of Robert M. Grant (2018) in *Contemporary Strategy Analysis*, where he explains that in public sector contexts, especially for entities like Câmara de Lobos that lack traditional products or services, the strategic focus should naturally shift towards external analysis. Grant argues that understanding and addressing external opportunities and threats is crucial for strategic success,



which justifies the emphasis on external factors in this project. This perspective supports the strategic goals of the municipality by ensuring that the most relevant factors are prioritized in the analysis.

**Strengths:**

Strengths of Câmara de Lobos include its geographic location that offers scenic views and a tranquil setting, which can be a significant draw for those looking to escape more congested urban centers, it is enriched with stunning natural beauty and mild climate, which make it an attractive location for those seeking a picturesque work environment. The proliferation of art projects, events, and cultural attractions not only enhances the city's vibrancy but also makes it a more appealing place to live. These cultural offerings attract visitors and add to the overall charm and desirability of the city. The city's commitment to the REMOTE-IT project underlines its strategic intent to transform into a hub for remote workers, which is supported by the local government's proactive approach. Additionally, Câmara de Lobos has begun to engage more actively with other European projects, demonstrating an openness to international cooperation, recognition, and willingness to invest in this market.

**Weaknesses:**

Weaknesses of the city can impact its attractiveness to tech-savvy professionals and digital nomads. The city's lack of advanced technological infrastructure and R&D facilities is a significant barrier, as these are crucial for drawing professionals who depend on cutting-edge technology for their work. Additionally, the local economy is heavily reliant on traditional sectors such as agriculture, fishing, and conventional restaurants and businesses, which might not appeal to those seeking a more diverse and dynamic urban environment. The transportation issues, particularly a lack of eco-friendly options and insufficient parking spaces, alongside problems with centralization, further complicate the city's appeal. These factors can make daily commuting and navigation within the city less convenient for residents and visitors alike, potentially deterring newcomers looking for ease and efficiency in their living arrangements. Moreover, social issues such as increasing homelessness, drug addiction, poverty, and family disputes among the local population can create a sense of insecurity, detracting further from the city's overall attractiveness. The housing market and available office and coworking spaces in Câmara de Lobos also do not yet meet the standards typically found in more established hubs for remote workers. Additionally, the city's reported shortage of human resources and its unpreparedness to accommodate remote workers within municipal operations highlight significant discrepancies that could hinder the development of various projects, including those aimed at attracting remote workers. These issues may restrict the city's ability to effectively implement and manage programs designed to draw in this demographic. The city itself lacks digital readiness and remote work



policies for their employees, which raises the question of how they plan to attract something they currently do not have?

**Opportunities:**

Câmara de Lobos is positioned to capitalize on numerous opportunities that can significantly enhance its appeal to a diverse population of remote workers and digital nomads. The city stands to benefit from the development of luxury housing investments by construction companies. These developments are not only aimed at enriching the local real estate market but also at attracting a more affluent demographic that seeks high-quality living accommodations. Such housing projects can serve to elevate the city's profile and draw in professionals who might otherwise overlook smaller cities. Moreover, European projects can boost the city's visibility in international circles but also aligns it with broader trends in workforce mobility, making it an increasingly attractive destination for those seeking a blend of professional opportunities and lifestyle enrichment. Câmara de Lobos also has the opportunity to diversify its economy beyond traditional sectors. By attracting new commers, they can bring with them new skills and entrepreneurial potential, meaning city development. Such diversification would not only provide new job opportunities for locals but also create a more dynamic urban environment that can sustain a growing population of remote workers. In addition to these economic and infrastructural developments, the city's rich natural and cultural assets present unique opportunities for lifestyle marketing. Promoting Câmara de Lobos as a destination that combines work with scenic beauty, sustainability, cultural heritage, wellness, and community-focused lifestyle can attract people who value balance and quality of life in their professional and personal environments. The development of partnerships can also signify opportunity to the development of de city internally and externally.

**Threats:**

Threats include the potential of political instability at both local and national levels, which could disrupt initiatives aimed at digital nomads. Economic challenges such as rising living costs and potential gentrification also pose significant risks, potentially undermining the long-term sustainability of efforts to attract remote workers by making the area less affordable. Moreover, if Câmara de Lobos cannot keep pace with the technological and infrastructural developments occurring in competing destinations, it may struggle to attract and retain digital nomads. Other concerns may arise, like market saturation as more destinations worldwide enhance their offerings to appeal to remote workers, which could make it harder for Câmara de Lobos to stand out. Cultural and social integration issues could arise, leading to potential clashes and divisions between locals and newcomers, which could make the city less appealing to both groups. Regulatory changes, such as shifts in visa policies, tax regulations, or work permits, could further



complicate the living and working conditions for nomads, potentially driving them to more stable environments. Environmental sustainability is another pressing concern, the city needs to manage its resources carefully to prevent issues like waste mismanagement and increased carbon footprints, people, businesses, and the European Union are more concerned about the environment, following the trend of more green practices is a demand for thriving cities, not a choice. Because remote work heavily depends on reliable technology, any significant disruptions in digital infrastructure—such as cybersecurity threats or service outages—could severely impact the city’s functionality as a host for remote workers. A change in president or political party within a short timeframe could pose a threat to long term projects, such as this one.

## **4.6 Insights: Strategy, Planning and Marketing**

After a thorough analysis it becomes evident that Câmara de Lobos has a good opportunity to establish itself as a prime destination for digital nomads and remote workers. To harness this potential, strategy, planning and marketing will have to work hand in hand.

### **Long Term Strategies**

To begin with, the city council must enhance its digital and remote work readiness, as it currently relies on outdated methods. There is an urgent necessity to digitalize operations and promote remote or hybrid work among municipal employees. This transformation will require significant investment in technology, the development of remote/hybrid work regulations, and potentially a restructuring of facilities. By doing so, the city can set the tone for other municipalities, boost productivity, and attract qualified talent.

Focusing on the urban side, there is a need to enhance the digital infrastructure to support remote work. This includes increasing the number of reliable, high-speed public Wi-Fi hotspots throughout the city, not just in cafes and public spaces but also in areas like trails and community centers, this is a big investment and would probably take a year to the completion but highly necessary in order welcome a tech savvy demographic.

Another urgent, but long-term strategy, is regarding housing solutions, for instance the city could collaborate with local property owners to offer flexible, short-term rental agreements for remote workers. This could include furnished apartments with high-speed internet and dedicated workspaces. Engage in partnerships with developers to construct or refurbish housing specifically designed for digital nomads, like co-livings. These accommodations should focus on creating community spaces that encourage networking and collaboration among nomads. Housing subsidies and incentives for local landlords who adapt their properties to suit the needs



of rentals. This would make investment in appropriate accommodation more attractive and increase the supply of homes for rent on the market, this can also be done for office spaces.

Additionally, the development of a community department focused on remote work and digital nomads, seems eminent, this department would serve as a centralized point for coordinating all activities related to remote work, within the city and for the population, ensuring the city is prepared for this new work trend inside out. It would enable tailored support and services specifically designed for the unique needs of remote workers, such as bureaucratic needs, reliable internet access, flexible housing, and integration into the local community. It would also ensure that the city is up to date with national and international regulations affecting remote work, such as visa policies, taxation, and labor laws. Community building is another critical function of this department, organizing events and programs that help integrate remote workers with each other and the local population, fostering a sense of belonging and community.

The involvement of the community and a commitment to sustainability are crucial. Organizing events like knowledge exchanges, cultural workshops, community clean-up or wellness days helps integrate nomads with locals, fostering a welcoming atmosphere. Promoting sustainability through local businesses and activities like zero-waste markets can also appeal to environmentally conscious remote workers.

On mobility the city could integrate transport solutions, like the development of a comprehensive local transport network that includes affordable and efficient public transport options. Creating bike-sharing programs and enhancing pedestrian pathways can promote eco-friendly transportation methods, making the city more accessible and reducing traffic congestion. Offer of a special 'mobility pass' for remote workers that provides discounted rates for public transportation, bike rentals, and car-sharing services. This pass could be a collaborative effort between the city and local transport businesses, incentivized by the city council.

Involving local stakeholders is a must for REMOTE-IT program, so the implementation of projects that are directly proposed or voted on by the stakeholders on the MCDA techniques must be considered. These projects not only improve the city's attractiveness to remote workers but also strengthen the bond between the municipality and local stakeholders. Finally, the establishment of an innovation hub where technology and creative industries can thrive. A hub that can provide resources, mentorship, and networking opportunities for remote workers, and can be a joint effort between local universities, businesses, and the city council.

### **Short Term Strategies**

To comply with REMOTE-IT Câmara de Lobos needs to stay on a limited budget, act in the short term even if this means the development of small initiatives. So, for the city meet these



requirements it can adopt several straightforward and cost-effective strategies that utilize community resources, like organizing free community meetups, by hosting these gatherings in public spaces like parks or community centers, the city can foster a network among local and visiting remote workers. These initiatives can be coordinated by the well-established regional digital nomad community, Madeira Friends.

To help foster business preparedness for receiving remote workers in Câmara de Lobos, the city can take several low costs, short term supportive actions that encourage local businesses to adapt and thrive in welcoming remote workers. Like offering workshops and seminars focused on the benefits and logistics of catering to remote workers. These sessions could cover topics like upgrading internet services, optimizing space for remote work, and marketing to digital nomads, to reinforce this, the municipality can offer subsidies, or tax relief to businesses that invest in infrastructure improvements such as high-speed internet, adequate power supplies, and suitable workspaces can reduce the financial burden of these upgrades, additionally, the city can promote, create a map, and certify businesses that are “remote work friendly” such as spots with free Wi-Fi, charging stations, cozy cafes, and serene locations ideal for working and commuting.

### **Marketing**

Marketing Câmara de Lobos as a destination for digital nomads should focus on its unique natural and cultural attractions. A targeted digital marketing campaign could showcase the city's serene landscapes, vibrant local culture, and the robust support infrastructure for remote work. Storytelling can be a powerful tool in this regard, featuring successful stories of nomads who have made Câmara de Lobos their temporary home. These stories can be promoted through digital platforms that cater to the nomadic community, such as location-independent worker blogs, remote work podcasts, and forums. These marketing efforts could be assigned to the remote work community department within the city, managing targeted advertising campaigns and maintaining a strong online presence on platforms frequented by remote workers.

Considering the proximity and complementary offerings of Funchal and Ponta de Sol, Câmara de Lobos could benefit significantly from regional partnerships. These collaborations could extend to joint marketing efforts, shared cultural and tech events, and even a regional pass that offers access to coworking spaces across these cities. Such synergy not only broadens the appeal of Câmara de Lobos but also creates a more cohesive experience for digital nomads traveling within Madeira.

A great deal can be achieved with long-term, consistent initiatives in Câmara de Lobos, particularly if there's a commitment to ongoing investment and collaboration. To realize these goals, it is essential to have the willingness to invest not only financial resources but also time and



effort to develop and sustain these initiatives. Adding to this, an emphasis on continuous evaluation and adaptation of strategies will ensure that the city remains responsive to the evolving needs of remote workers and the broader community, thereby maximizing the impact of these investments.







## 5. Implementation

After several additional meetings with stakeholders in Câmara de Lobos, sharing all insights, and executing other URBACT methodologies, we held a brainstorming session to decide on the final course of action. The consensus was to move forward with a certification program for remote work-friendly spaces (I1 on Table 1). This program will also include training for business owners to help them understand the significance of catering to the remote worker demographic and developing a support program to optimize their spaces. To receive the certification, there are three main requirements: fast Wi-Fi, comfortable seating, and power plugs near tables. Câmara de Lobos is committed to supporting businesses in achieving these requirements.

Implementing this certification program offers several advantages. Firstly, it will make Câmara de Lobos more attractive to remote workers, establishing it as a desirable location for this growing demographic. This, in turn, can lead to economic growth as local businesses benefit from increased patronage. Additionally, by providing training to business owners, they will gain valuable knowledge and tools to effectively cater to remote workers, thereby enhancing their service offerings and potentially increasing their customer base.

Moreover, the certification program will ensure that facilities are optimized for remote work with essential amenities such as fast Wi-Fi, comfortable seating, and accessible power outlets. This will not only improve user satisfaction but also boost productivity. The development of a support program for businesses will foster a sense of community and collaboration, encouraging local enterprises to improve together and share best practices.

Simultaneously, Câmara de Lobos will be partnering with the well-established regional digital nomad community, Madeira Friends, I2 on Table 1. The objective of this partnership is to have Madeira Friends organize monthly initiatives with their digital nomad members in the municipality, the initiatives need to be sustainable, bring benefits for locals and to promote Câmara de Lobos as a creative and artistic city. By hosting regular events, Câmara de Lobos will become a hub for digital nomads, fostering a vibrant and dynamic community. These events will create opportunities for networking, collaboration, and knowledge sharing, further enriching the local digital nomad ecosystem.

Frequent initiatives will also stimulate the local economy by attracting more visitors who will utilize local services, such as cafes, restaurants, and accommodations. This increased foot traffic can lead to higher revenues for local businesses. The presence of a regular digital nomad community can also inspire local entrepreneurs to develop new services and products tailored to the needs of remote workers. This can spur local innovation and showcase the town's unique attributes to a wider audience.



These initiatives will play a crucial role in establishing Câmara de Lobos as a premier destination for remote workers and digital nomads, enhancing its reputation and brand, and attracting more visitors and potential residents. Overall, these initiatives will benefit both remote workers and the local community.

Additionally, upcoming activities include continuing stakeholder meetings (ULGs). In September, Câmara de Lobos will host a transnational meeting for all REMOTE-IT city coordinators, along with monthly meetings with the European Commission's URBACT Coordinator. The development of the Integrated Action Plan (IAP) is also underway, which will outline the future of Câmara de Lobos, this plan will include specific KPIs, defined stakeholders, assigned responsibilities, and designated funding sources to ensure effective implementation.

Task	Set 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Set 25
Planning Stamp Program (I1)												
Regulation I1												
Planning Madeira Friends Program (I2)												
Pilot I1												
Pilot I2												
Prep Transnational Meeting CdL												
TNM CdL												
Writing IAP												
ULG Meetings												
EU Expert Meetings	(one per month)											
Wrap up												

Table 1, Gantt Chart for Chapter 5

Total estimated costs for REMOTE-IT for Câmara de Lobos, between 2024 and 2025, go around 70.000,00€, consult appendix M for more details.



## 6. Conclusions

### **Results and Contributions:**

The project has produced several results and contributions that are vital for the future development of Câmara de Lobos as a hub for remote workers. Through a well-organized methodology, and strategic framework that is both resilient and adaptable, the municipality has managed to keep up the pace in REMOTE-IT in a consistent way and also to gather deep understanding of the remote-workers demographic.

The project also identified and emphasized the need for continuous adaptation to regulatory changes and the competitive landscape. The evolving nature of remote work, along with initiatives from competing regions, underscores the importance of Câmara de Lobos continuously innovating and differentiating itself in an increasingly competitive market. This awareness is vital for positioning the municipality as an attractive destination for remote workers.

Furthermore, the project underscored the importance of integrating sustainable practices and promoting cultural integration between digital nomads and the local community. By focusing on sustainability and community engagement, the project not only enhances Câmara de Lobos's appeal but also ensures that the benefits of the initiative are shared equitably with the local population. This approach contributes to the overall well-being of the community and strengthens the municipality's reputation as a premier destination for remote workers and digital nomads.

Additionally, the project effectively forecasted potential problems, such as stakeholder disengagement, gentrification, the city's digital and remote work readiness and the impact of regulatory changes, among many others. By identifying these issues early, the project was able to develop preventive strategies to ensure that these challenges are not stones on a path to progress.

Overall, the project has laid a solid foundation for Câmara de Lobos to establish itself as a leading destination for remote workers.

Not all methodologies from the European toolbox were detailed in this report, as some were not deemed highly relevant. These include the Newspaper of Tomorrow, Stakeholders Interest Matrix, appendix H, Stakeholders Ecosystem Map on appendix G, The 5W's (Who, What, Where, When, and Why), development of three Personas more details on appendix J, K and L, Self-assessment for the Integrated Approach appendix I, and the most important, the Integrated Action Plan (IAP) to be finalized up to September 2025.

### **Limitations:**

In the development of this project, several limitations were encountered. Firstly, as this is a two-year project, the implementation phase and the writing of the IAP is just beginning, and there are no concrete results available for analysis yet. Secondly, it was apparent that stakeholders heavily



focused on digital nomads, besides the facilitation efforts not to only focus on digital nomads per se, but in remote workers in general, but due to digital nomad media popularity and higher purchasing power, it's normal they believed that this would be the easiest path to develop the Remote-IT Project. It is also important to remark that facilitation process remained impartial, allowing stakeholders to reach a consensus among themselves.

As the time went by and gains are not immediate, stakeholders interest started to fade away, there are several additional efforts to be done, for not lose their total participation.

Another limitation was the ever-evolving nature of the topic of "remote work." For example, regulatory changes, such as the approval, annulment, and re-approval of the Golden Visa program, meaning this is a trendy topic and always with new insights.

In mid-2024, the Alentejo region launched a specific program to attract digital nomads, positioning itself as a direct competitor to Lisbon. This demonstrates that other regions in the country are thinking similarly to Câmara de Lobos, suggesting that further in-depth research on this topic is warranted. Digital nomads increased numbers in Portugal, yet there is a noticeable decline in interest in the country. The causes of this decline could be a subject for future investigation. Another significant concern is the impact on real estate, which warrants further investigation to develop solutions to prevent gentrification, this topic alone could be the focus of scrutiny and the development of potential solutions.

In the market analysis, ideally, the research should be fortified with quantitative or qualitative data collection. However, given the time constraints and the already extensive length of the report, this was not feasible. Instead, existing data from previous research identified in the Literature Review was utilized. The project's emphasis on external analysis, rather than relying solely on the promoters' internal resources and capacities, is a deliberate strategy considering the complex and evolving external factors, such as political, economic, and social dynamics in Câmara de Lobos. This approach justifies the decision to conduct only a brief SWOT analysis, as it underscores the importance of understanding and adapting to external influences. By focusing on external analysis, the project ensures its strategies are resilient and aligned with the broader environment, rather than being constrained by internal limitations.

#### **Recommendations:**

As this is a two-year project, there are a few next steps to follow, these include: developing a plan and regulations for the certification program; formalization of the partnership with Madeira Friends; and establishing strategic initiatives for digital nomads. Additionally, the IAP for long-term projects should be developed in accordance with the municipality's goals. This integrated action plan will be a crucial resource for Câmara de Lobos to secure financing from European funds and implement the planned work. To strengthen both long-term and short-term strategies, it is crucial



to establish specific Key Performance Indicators (KPIs) to assess the actual impact of initiatives on the local economy, digital nomad satisfaction, and community well-being. This would not only justify investments but also facilitate ongoing strategic adjustments. Additionally, enhancing community engagement through open forums and regular surveys would help gather essential feedback from residents and remote workers, ensuring the sustainability of the initiatives.

Emphasizing sustainable practices in all initiatives, promoting Câmara de Lobos as a technology and innovation hub, implementing educational and training programs, and fostering cultural integration between remote workers and the local community are also essential. These initiatives will play a crucial role in establishing Câmara de Lobos as a premier destination for remote workers and digital nomads, enhancing its reputation and brand, and attracting more visitors and potential residents. Overall, these initiatives will benefit both remote workers and the local community, aiming high sustainably while respecting the land and local communities.







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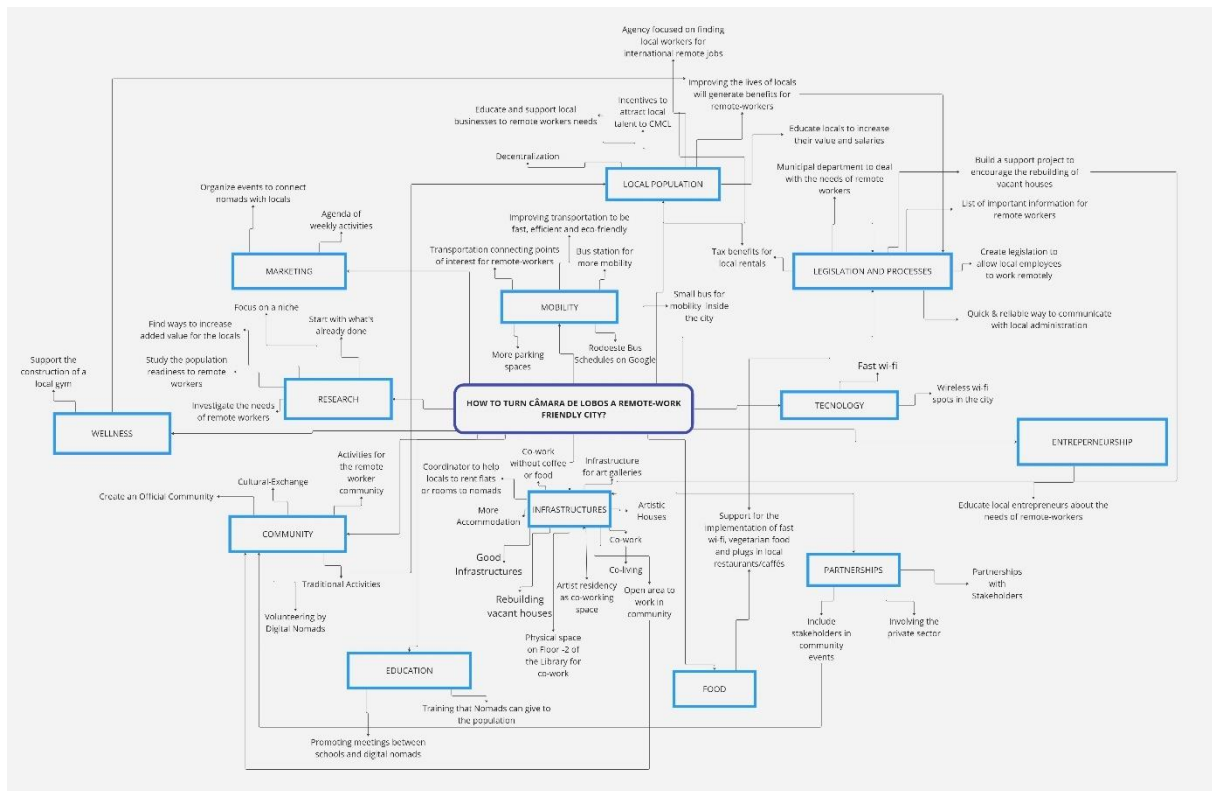
# Appendices

## Appendix A





## Appendix B





## Appendix C

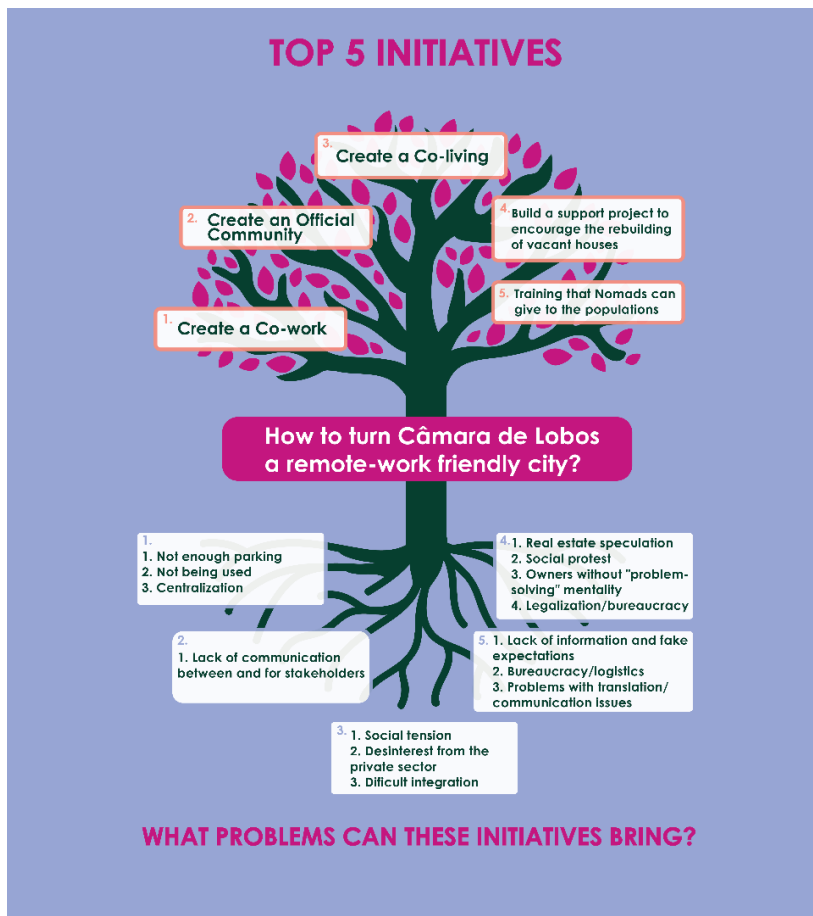
Nominal Group Technique														
	Multivoting	Dina	Joel	Filipe	Marco	Beatriz	Luís	Carlos	Leonel	Carlos	Mariina	Bruna	Toni	TOTAL
	UX Research: - Investigate the needs of remote workers - Study the population readiness to remote workers 1 - Interviews and Surveys to locals & Digitak Nomads	23	20	24	24	22	12	19	18	22	22	21	10	237
	2 Support the construction of a local gym	2	5	15	15	4	1	21	2	5	8	10	12	100
	Create an Official Community: - Activities for the remote worker community - Traditional Activities (agriculture, poncha, fishing) - Volunteering by Digital Nomads - Agenda of weekly activities 3 - Organize events to connect nomads with locals	25	16	25	25	18	22	11	21	24	11	8	18	224
	4 Promoting meetings between schools and digital nomads (share know how and experiences)	14	4	14	14	5	7	2	13	6	17	2	7	105
	Training that Nomads can give to the population 5 - Promote Cultural-Exchange (workshops, creative training, etc)	21	14	20	20	21	13	17	12	23	21	9	8	199
	6 Coordinator to help locals to rent flats or rooms to Nomads	15	13	19	19	6	20	1	22	21	14	18	11	179
	7 Create More Accommodation Create a Co-work: - Artistic Residence as a co-working space 8 - Co-work without coffee or food to help local businesses	11	15	10	10	7	4	23	8	19	12	24	14	157
	9 Create a Co-living	17	6	18	18	23	2	22	3	25	10	4	25	173
	10 Build a support project to encourage the rebuilding of vacant houses	8	19	11	11	8	6	24	19	8	23	17	21	175
	11 Build infrastructure for art galleries where everyone can exhibit their art	10	18	12	12	12	5	20	7	10	9	7	2	124
	12 Physical space on Floor 2 of the Library for co-work	13	21	21	21	10	15	16	6	20	16	6	9	174
	Educate and support local businesses to remote workers needs 13 - Support for the implementation of fast wi-fi, vegetarian food and plugs in local restaurants/caffés	19	8	17	17	9	8	18	10	7	20	22	3	158
	14 Decentralize (implement activities in rural places like Jardim da Serra, Quinta Grande, Curral das Freixas)	18	9	16	16	20	17	8	11	11	6	13	20	165
	15 Fast wi-fi & Wireless wi-fi spots in the city	22	11	9	9	25	16	15	24	13	18	12	22	196
	16 HR Agency focused on finding local workers for international remote jobs	6	24	6	6	19	18	3	4	12	5	23	6	132
	17 Incentives to attract local talent to Câmara de Lobos	16	12	5	5	11	10	4	25	17	13	14	5	137
	18 Create legislation to allow local employees to work remotely List of important information for remote workers: 19 - Housing   Coworking spaces   legal docs   transports   taxes   places on interest   turnkey kit   etc.	12	22	1	1	2	9	5	1	15	15	11	19	113
	20 Tax benefits for local rentals	5	25	7	7	14	3	14	4	4	4	5	23	115
	Create a municipal department to deal with the needs of remote workers 21 - Quick & reliable way to communicate with local administration	20	23	2	2	24	23	9	15	14	25	19	16	192
	22 Rodoeste Bus Schedules on Google	4	10	3	3	13	19	25	5	3	3	16	24	128
	Small bus for mobility inside the city: 23 - Transportation connecting points of interest for remote-workers	3	3	23	23	1	24	12	20	9	1	3	15	137
	24 More parking	9	1	8	8	15	21	7	16	2	2	1	1	91
	25 Bus station for more mobility	25	2	13	13	16	11	13	17	1	7	15	4	137
TOP 10 initiatives (in descending order)														
	1 UX Research:	23	20	24	24	22	12	19	18	22	22	21	10	237
	2 Create an Official Community:	25	16	25	25	18	22	11	21	24	11	8	18	224
	3 Create a Co-work:	7	7	22	22	17	14	10	23	18	19	25	17	201
	4 Training that Nomads can give to the population	21	14	20	20	21	13	17	12	23	21	9	8	199
	5 Fast wi-fi & Wireless wi-fi spots in the city	22	11	9	9	25	16	15	24	13	18	12	22	196
	6 Create a municipal department to deal with the needs of remote workers	20	23	2	2	24	23	9	15	14	25	19	16	192
	7 Coordinator to help locals to rent flats or rooms to Nomads	15	13	19	19	6	20	1	22	21	14	18	11	179
	8 Build a support project to encourage the rebuilding of vacant houses	8	19	11	11	8	6	24	19	8	23	17	21	175
	9 Physical space on Floor 2 of the Library for co-work	13	21	21	21	10	15	16	6	20	16	6	9	174
	10 Create a Co-living	17	6	18	18	23	2	22	3	25	10	4	25	173



## Appendix D

1 - Application of the Saaty Scale										
	UX Research	Create an Official Community	Training that Nomads can give to the population	Coordinator to help locals to rent flats or rooms to Nomads	Create a Co-work	Create a Co-living	Build a support project to encourage the rebuilding of vacant houses	Physical space on Floor 2 of the Library for co-work	Fast wi-fi & Wireless wi-fi spots in the city	Create a municipal department to deal with the needs of remote workers
UX Research	1	1/2	5	2	1/9	1/9	1/7	1/2	1/9	1/2
Create an Official Community	9	1	8	6	1	1	7	4	1/9	1
Training that Nomads can give to the population	1/5	1/8	1	7	1/7	1/7	7	5	8	6
Coordinator to help locals to rent flats or rooms to Nomads	1/2	1/6	1/7	1	1/8	8	1	7	5	1/7
Create a Co-work	9	1	7	8	1	1	9	1	7	4
Create a Co-living	9	1	7	3/8	1	1	1/9	7	8	4
Build a support project to encourage the rebuilding of vacant houses	7	1/7	1/7	1	1/9	9	1	7	8	3
Physical space on Floor 2 of the Library for co-work	5	3/4	1/5	1/7	1	1/7	1/7	1	6	8
Fast wi-fi & Wireless wi-fi spots in the city	9	9	1/8	1/5	1/7	1/8	1/8	1/6	1	1/8
Create a municipal department to deal with the needs of remote workers	9	1	1/6	1/7	1/4	1/4	1/3	1/8	8	1
2 - Absolut Value										
SUM		58,700	13,796	28,777	25,611	4,883	20,772	25,855	32,492	51,222
3 - Normalization (CR/2)										
	UX Research	Create an Official Community	Training that	Coordinator to help locals	Create a Co-	Create a Co-	Build a support project to	Physical space on	Fast wi-fi & Wireless wi-fi	Create a municipal
UX Research	0,0170	0,0081	0,1733	0,0781	0,0228	0,0253	0,0255	0,0262	0,0022	0,0041
Create an Official Community	0,1533	0,0725	0,2789	0,2343	0,2048	0,0481	0,2707	0,1231	0,0022	0,0365
Training that Nomads can give to the population	0,0034	0,0091	0,0347	0,2733	0,0293	0,0069	0,2707	0,1539	0,1562	0,2191
Coordinator to help locals to rent flats or rooms to Nomads	0,0085	0,0121	0,0050	0,0390	0,0254	0,3851	0,0387	0,2154	0,0976	0,0052
Create a Co-work	0,1533	0,0725	0,2432	0,3124	0,2048	0,0481	0,0308	0,1367	0,1461	0,1461
Create a Co-living	0,1533	0,0725	0,2432	0,0069	0,2048	0,0481	0,0043	0,2154	0,1562	0,1461
Build a support project to encourage the rebuilding of vacant houses	0,1193	0,0104	0,0050	0,0390	0,0228	0,4333	0,0387	0,2154	0,1562	0,1096
Physical space on Floor 2 of the Library for co-work	0,0852	0,0181	0,0059	0,0056	0,2048	0,0069	0,0055	0,0308	0,1171	0,2922
Fast wi-fi & Wireless wi-fi spots in the city	0,1533	0,6524	0,0043	0,0078	0,0293	0,0060	0,0048	0,0051	0,0199	0,0046
Create a municipal department to deal with the needs of remote workers	0,1533	0,0725	0,0058	0,0056	0,0512	0,0120	0,0129	0,0038	0,1562	0,0365
4 - Eigenvector (E/16)										
	Crítério	Porcentagem	rank	Eigenvector						
UX Research		3,2%	10							
Create an Official Community		14,2%	2							
Training that Nomads can give to the population		11,6%	3							
Coordinator to help locals to rent flats or rooms to Nomads		8,3%	7							
Create a Co-work		17,0%	1							
Create a Co-living		12,5%	3							
Build a support project to encourage the rebuilding of vacant houses		11,5%	5							
Physical space on Floor 2 of the Library for co-work		7,7%	8							
Fast wi-fi & Wireless wi-fi spots in the city		8,9%	6							
Create a municipal department to deal with the needs of remote workers		5,1%	9							
100,0%										

## Appendix E

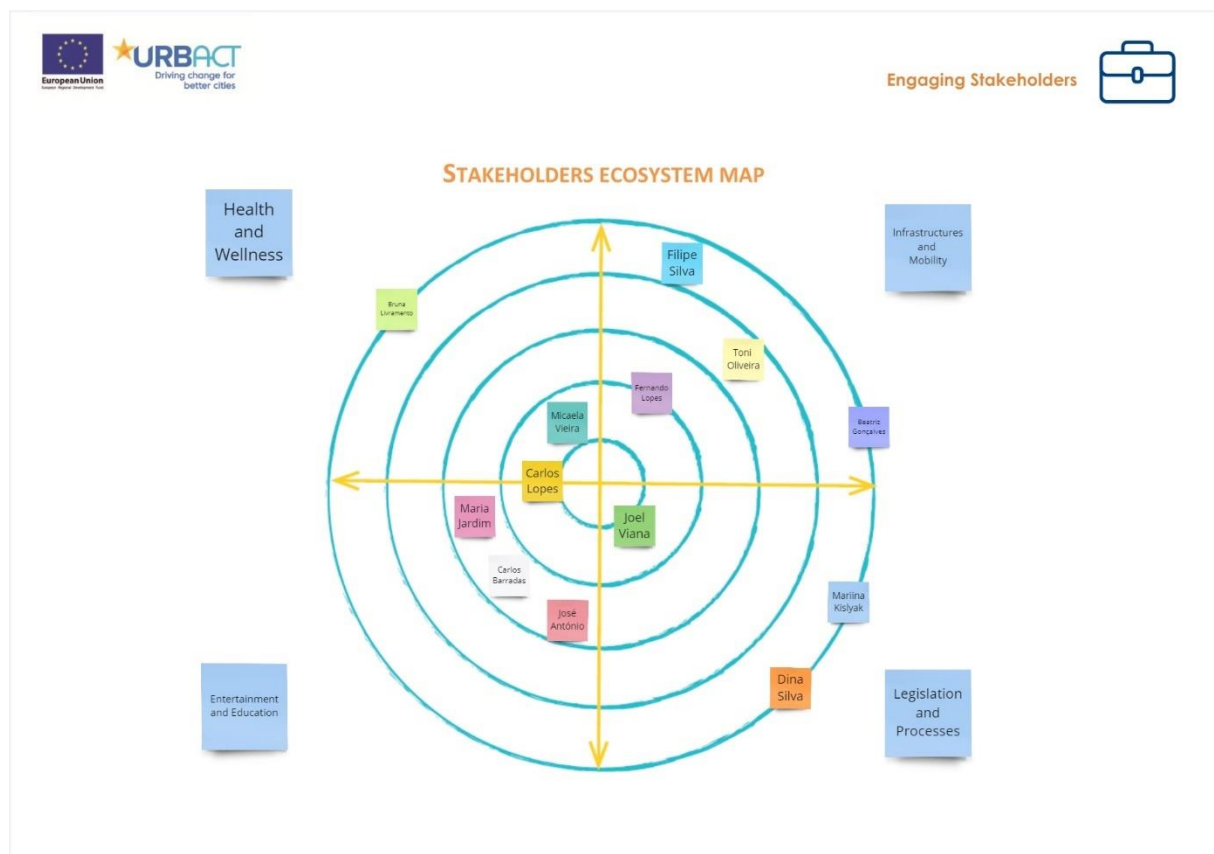




## Appendix F

Problem Tree		Value Focused Thinking
TOP 5 INITIATIVES	PROBLEMS THEY MIGHT BRING?	OPPORTUNITIES/ALTERNATIVES/HIDDEN VALUES
1. Create a Co-work	1. Not enough parking 2. Not being used 3. Centralization	1. Use of public transportation   Bicycles 2. Themed co-working spaces to attract a specific niche 3. Economic growth in the area surrounding the co-working space
2. Create an Official Community	1. Lack of communication between and for stakeholders	1. Digital communication solutions   Dynamic coordinator
3. Create a Co-living	1. Social tension 2. Desinterest from the private sector 3. Difficult integration	1. Advertising benefits, awareness and information 2. Share positive results in the media and private sector 3. Official community to create integration projects & events   Volunteering Projects
4. Build a support project to encourage the rebuilding of vacant houses	1. Real estate speculation 2. Social protest 3. Owners without "problem-solving" mentality 4. Legalization/bureaucracy	1. Laws/city control to protect the main goal 2. Advertising benefits, awareness and information   Create the same program but for locals 3. Entice/conquer their interests 4. Introduce incentives, such as tax breaks or grants, to motivate
5. Training that Nomads can give to the population	1. Lack of information and fake expectations 2. Bureaucracy/logistics 3. Problems with translation/communication	1. CV & Certification   Define a decision criteria 2. Choose informal and simple projects 3. Hire a translator/facilitator

## Appendix G





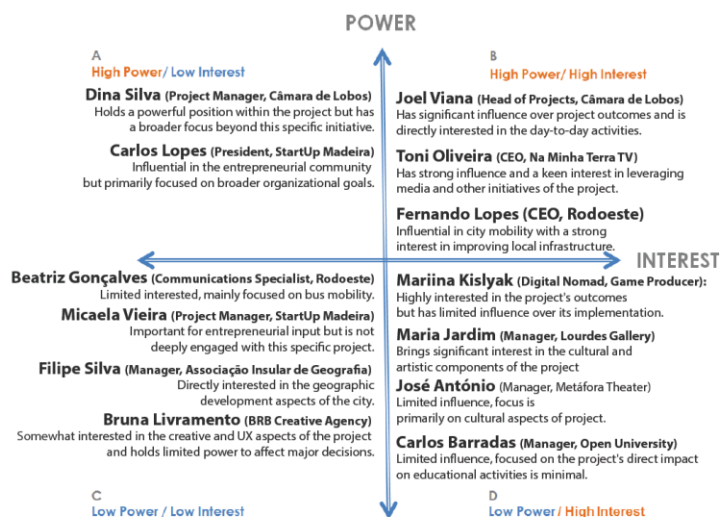
## Appendix H



Engaging Stakeholders



### THE POWER-INTEREST MATRIX



> Go further in your analysis by discussing around the following questions:

1. In the case of stakeholders with a "low power/high interest" position, how do we engage to make these groups more influential?
2. How do we engage with stakeholders who are difficult to reach?

## Appendix I

Suggested obligatory aspects of integrated approaches		Is it Relevant for your city? Why?	What is the current situation?	What can you do to improve this
1	Stakeholder involvement in planning	Relevant - expert views in multiple areas    For their own long term benefits	3 meetings + 1 booked for May '24    Overall mostly are interested    Motivation varies	Consistent pace    Keep them interested    Constant Communication
2	Coherence with existing strategies	Very relevant— all projects must align with the city's strategy	REMOTE-IT aligns with the city's existing strategies across various areas such as mobility, education, and sustainability	Keeping up the pace and showing clear/drawing clear connections
3	Sustainable urban development (economic, social, environmental)	A sustainable development is the city's main goal, mainly to solve social and economic problems	PESTLE analysis was essential to detail Câmara de Lobos current situation	Develop short and long term initiatives    Keep up with trends and changes
9	Integration over time	Relevant, some projects are long term and need more cadence	On going plans for short, medium and long term: REMOTE-IT (short) / Co-work NEET (medium) / Increased private and public investment in housing (long)	Keeping up the pace, developing more short, medium and long term initiatives
12	Stakeholder involvement in implementation	Very relevant for the success of the initiatives	Prep meetings	Clear tasks for each
Optional aspects of more integrated approaches				
4	Sectoral integration	Relevant for long term initiatives	Stakeholders from a large range of sectors like transport, education, entrepreneurship, culture, tourism, arts, urban planning & technology	Include more sectors like infrastructure and housing, which are important aspects for the city
5	Spatial integration	Relevant for the short term initiatives	Short term initiatives planned	Establish a detailed action plan and implement it effectively
6	Territorial integration	Relevant, some neighborhood cities have this subject more developed than us	Under consideration	Establish partnerships for working together, this can benefit both parties
7	Multi-level governance	This topic is very relevant at a regional and national level	Short term initiatives are coherent with national and regional governance	Implement it
8	Integration of cross-cutting thematic aspects (gender, digital, green)	Somewhat relevant, we focused specifically on digitalization	Short term initiatives planned	Develop other short term initiative for gender and green thematic
10	Complementary types of investment	Very relevant for long term actions	We have established 5 long term initiatives that need a large investment for infrastructure (hard) and human resources (soft)	Investigate what types of alternative support can we find, to fund these initiatives
11	Mobilising all available funding	Very relevant	On going, EU funds applications and private investment	Keep up the pace and the EU applications. Encourage private investment



## Appendix J



## Appendix K





## Appendix L





## Appendix M

### Municipality of Câmara de Lobos

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€3 000.00	€6 000.00	€7 500.00	€0.00	€16 500.00
<b>Total Staff costs</b>	<b>€3 000.00</b>	<b>€6 000.00</b>	<b>€7 500.00</b>	<b>€0.00</b>	<b>€16 500.00</b>
<b>Office and Administration</b>					
Office and Administration	€150.00	€300.00	€375.00	€0.00	€825.00
<b>Total Office and Administration</b>	<b>€150.00</b>	<b>€300.00</b>	<b>€375.00</b>	<b>€0.00</b>	<b>€825.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€3 750.00	€8 750.00	€12 500.00	€0.00	€25 000.00
<b>Total Travel and Accommodation</b>	<b>€3 750.00</b>	<b>€8 750.00</b>	<b>€12 500.00</b>	<b>€0.00</b>	<b>€25 000.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€600.00	€1 400.00	€2 000.00	€0.00	€4 000.00
Expertise Meeting Organisation	€2 250.00	€5 250.00	€7 500.00	€0.00	€15 000.00
Expertise Communication	€300.00	€700.00	€1 000.00	€0.00	€2 000.00
Expert and other non-staff Travel	€1 600.00	€1 400.00	€2 000.00	€0.00	€5 000.00
Expertise First Level Control	€150.00	€350.00	€500.00	€0.00	€1 000.00
<b>Total External Expertise and Services</b>	<b>€4 900.00</b>	<b>€9 100.00</b>	<b>€13 000.00</b>	<b>€0.00</b>	<b>€27 000.00</b>
<b>Equipment</b>					
Equipment	€0.00	€3 000.00	€0.00	€0.00	€3 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€3 000.00</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€3 000.00</b>
<b>Total</b>	<b>€11 800.00</b>	<b>€27 150.00</b>	<b>€33 375.00</b>	<b>€0.00</b>	<b>€72 325.00</b>
<b>Partner financing plan</b>					<b>€72 325.00</b>