

REMOTE WORK GUIDE

A comprehensive source of information,
guidance & resources for employers &
employees in a remote environment

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Context Elements and Drivers

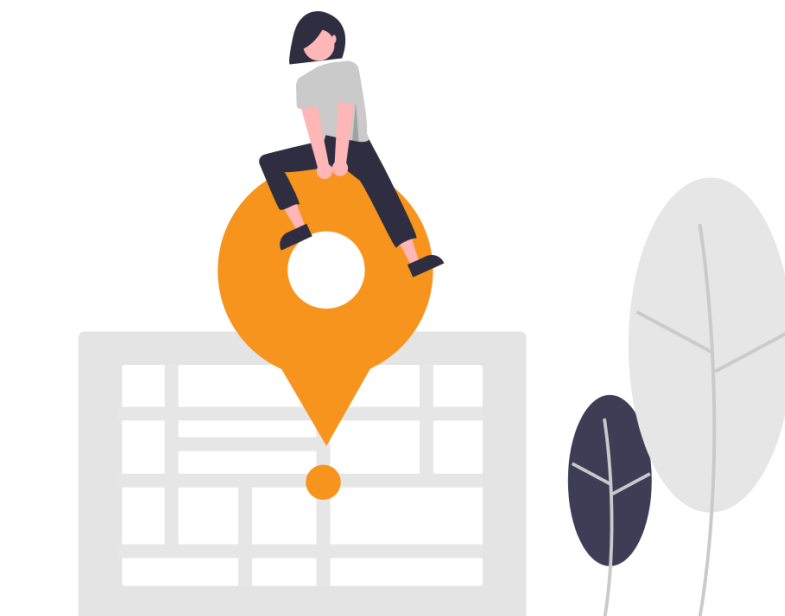
Context elements of Remote working

Economic development

The possibilities for working remotely are vastly dependent on the economic development of the country. It is reported that one-fifth of the workforce in the developed economies can work fully remotely. Moreover, according to the Massachusetts Institute of Technology (MIT), well-developed countries such as the US, Canada and Sweden have better access to the internet, a good variety of occupations and policies that are pro-workers manage better remote working. In developing economies where a big percentage of the population is employed in occupations such as retail services, manufacturing or agriculture which cannot be done remotely there is a huge difference in the remote working opportunities. The middle-income countries are often held back by different factors when trying to work from home like lower internet quality and access, having many intergenerational households with young kids or old family members.

Geographic location

A study by the Organisation for Economic Co-operation and Development (OECD) from 2020 presents the potential of remote working within 27 EU countries, Switzerland, Turkey and the United States. It shows that larger cities and capitals in a particular score higher when it comes to the potential of remote working compared to smaller cities, towns and the countryside within a given country as well as between different countries. For instance, in Luxembourg, up to 50 percent of the employed population is able to work remotely, while only 21 percent of the employees are able to do so in Turkey. Moreover, the urban-rural gap is starking in countries like Croatia, Finland, Hungary and Luxembourg. The additional discovery of the research is that in towns and semi-dense areas the potential for remote work appears to be similar to that of rural areas instead of that of the big cities. That creates a better predisposition for remote working in gigger cities and in certain countries rather than others.



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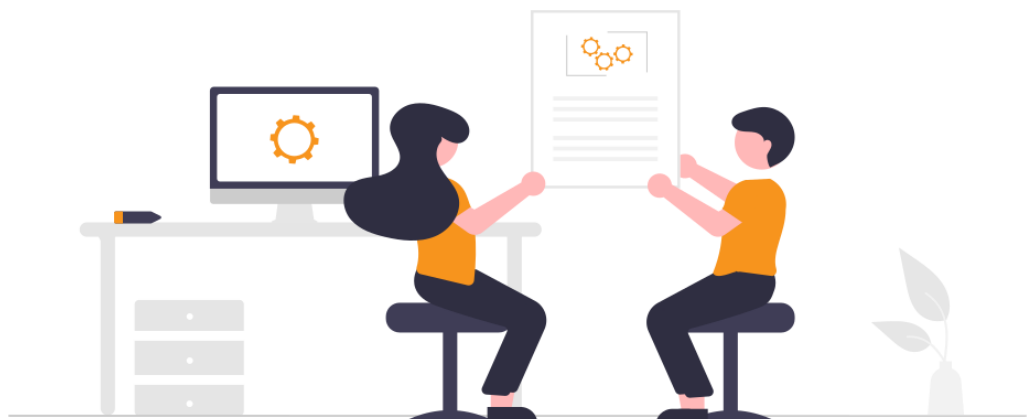
Cultural factors

There is a great difference between the way different cultures approach working remotely. Among the most common differences is the role of context when communicating. When we look into high-context cultures such as Japan, China, France, Spain, Brazil, Bulgaria the non-verbal communication like gestures, handshakes, body language is the most valuable part of the conversation. While on the other hand, low-context cultures like the US, Canada, Germany are more focused on verbal communication. That is the reason why these cultures are often viewed as too direct when expressing ideas in person and it only gets more severe when communicating online.

In Europe, working remotely differs between different regions and different age groups. In 2018 Eurostat reported that the Netherlands is the country with the most remote workers with Finland, Luxembourg and Austria following with similar statistics. The trends suggest that younger workers are the ones that go to work while older workers work remotely. Furthermore, statistics show that more female workers are working from home than male. At the same time, home office rates are far lower in some regions of Eastern Europe and it's highly uncommon in Bulgaria and Romania pre-pandemic.

Activities' potential

Activity mix, physical, spatial and interpersonal context that is undertaken by an occupant is what defines the potential for remote working. Physical activities that require fixed equipment such as care providing, working and operating machinery, operating with lab equipment or customer transaction processing cannot be executed entirely remotely. Nonetheless, information collection and processing, communicating, teaching, counselling, coding and suchlike can be done fully remotely. Research done by McKinsey constituted that remote work potential is mainly focused in a few sectors. The highest potential is in the finance and insurance sector followed by management, business services, and information technology sectors. Additional research on the Bulgarian market shows that the private business sector, education and IT are the majority that currently has experience working remotely. The given sectors characterize a high share of activities that have a high potential for remote execution.

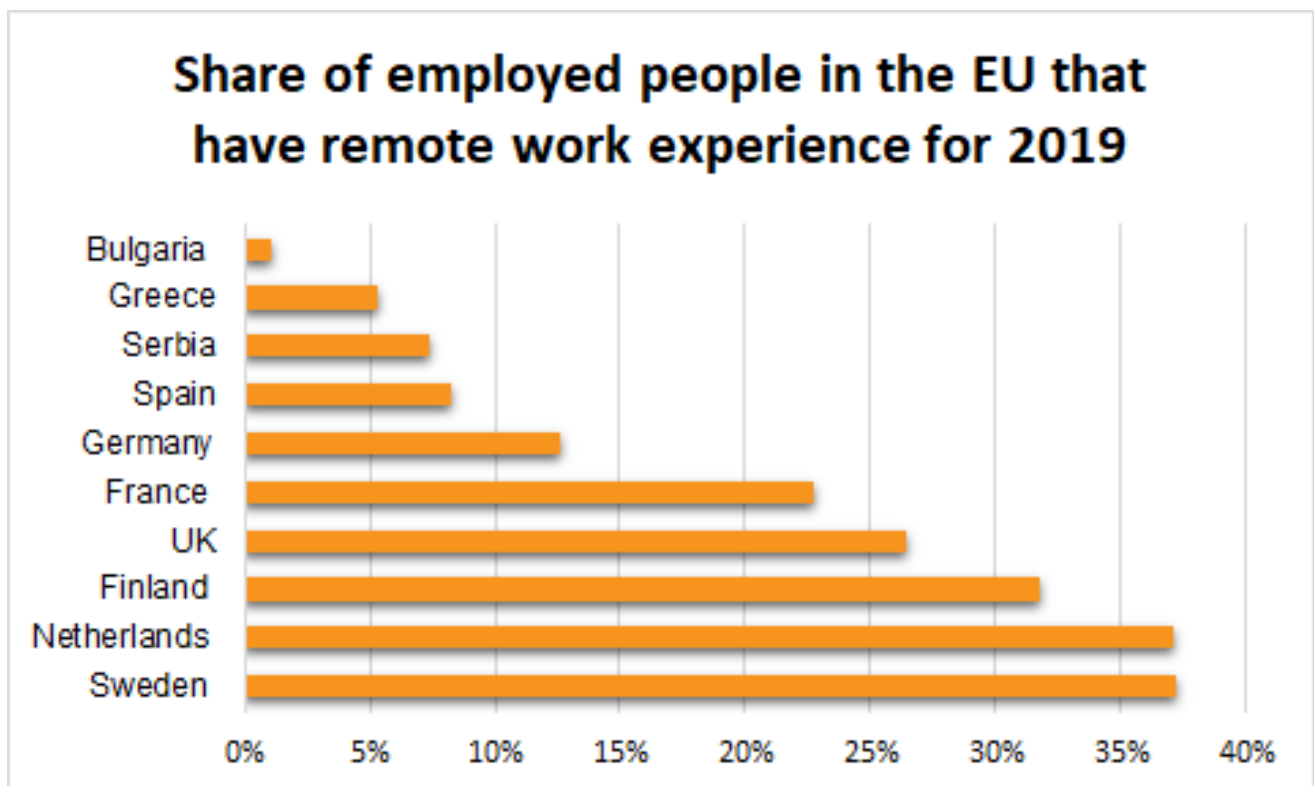


Drivers for Remote working

Remote work trend

There has been a huge growth of remote work trends in the past few decades. The number of people that are able to work remotely for a minimum of 1 day per week has increased by a shocking 400 percent since 2010. The share of employed citizens of the European Union that can work from home for 2019 was 16.1 percent. Sweden was the country with the highest share of the remote working population while Bulgaria had the lowest share of remote working individuals among all member states. However, as per research done in 2021 in Bulgaria, 80 percent reported having some degree of remote working experience. This shows the extension of the global trend even in the areas where it was not practised before.

Moreover, there's a rise of fully remote companies with more than 50 of the world largest companies going fully remote working as of February 2021. This includes companies like Twitter, Hitachi, Siemens, HubSpot, Deutsche Bank, Coca Cola India, Microsoft, Dropbox, Spotify and many more. Additionally, countries and governments support the remote working trend. For instance, Estonia announced the development of a digital nomad visa which will provide support for location independent workers who work remotely to stay in Estonia for a whole year. Another example is the Governor of Vermont, Canada who provided anyone who is working remotely and willing to move to Vermont with \$10 000 from the government reserve.



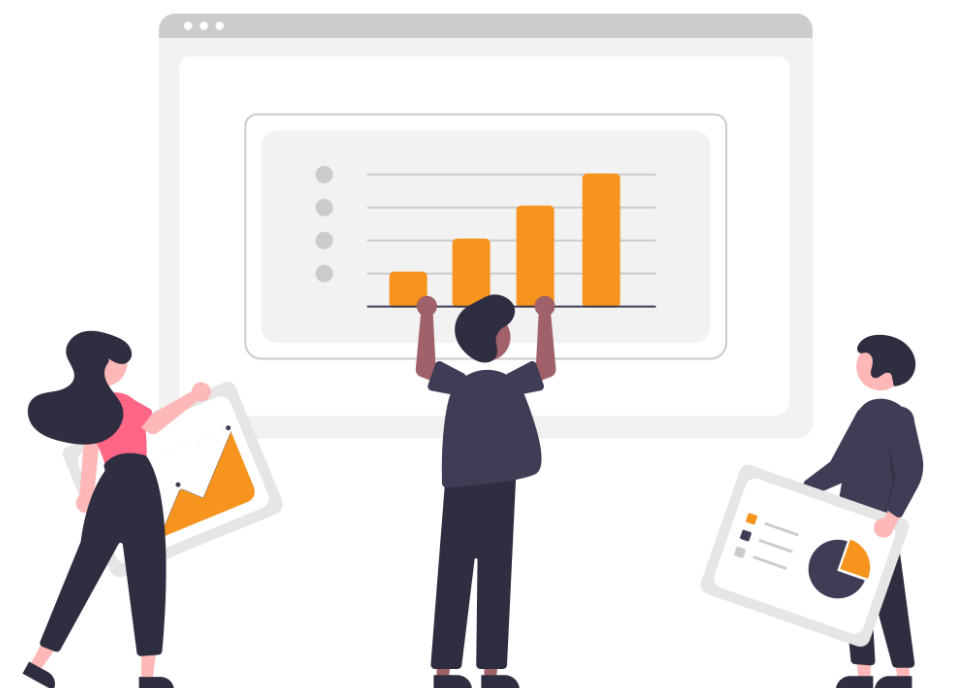
Drivers for Remote working

Freelance Workforce Growth

Freelancing has become one of the most trendy, popular and highly viable ways to make a living, which is especially popular with the representatives of the future work class known now as Generation Z. For the EU labour market, this segment is the fastest-growing ever, as it has had a 45% rise since 2000. Of all the EU freelancers 30.9 percent are employed in marketing and communication, followed by 26.5 percent in the IT/tech industries and 18 percent working in the field of the arts, entertainment, and recreation categories. For the UK alone freelance workers contributed over £275 billion in the period from 2001 to 2017.

COVID-19 Pandemic

At the beginning of 2020 companies had to quickly adapt their businesses operations under the shocking effect of the spread of the coronavirus. Many countries also had to support the business and also the workforce in the country by making changes. Germany, for example, is introducing a new legal right for its citizens to work from home as a consequence of the pandemic. This results in a dramatic change of the work possibilities in favour of the working from the home phenomenon. The government in the UK has specifically instructed business owners to allow their workers to work remotely if possible. Another European country that has already introduced remote working as a legal right is Finland, where remote working is very well culturally incorporated. COVID-19 has accelerated the rising global trend for the adoption of fully digitized approaches to work and business operations.



Benefits and challenges

Benefits of Remote working

Benefits for employers



Profitability

Companies offering to telecommute have a 21% higher profitability. When shifting to remote working companies make various expenses cuts which contribute to higher revenue. With less workspace needed, remote work does in fact reduce operating costs for employers. According to statistics in 2018, the US business saved \$5 billion by eliminating costs like overhead, furnishing and real estate.



Real Estate costs

When transferring to a remote form of work companies do take into consideration the business real estate footprint as office space is one of the biggest expenses for many companies. For instance, IBM managed to cut down on real estate costs by \$50 million by simply allowing employees to work remotely.



Talent pool

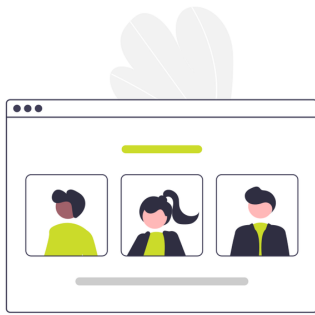
Remote work allows employers to embrace diversity and inclusion by reaching personnel from different socioeconomic, geographic, and cultural backgrounds, to anywhere around the area, the country or eventually around the globe. Additionally 81% of staff agrees that being given the possibility to work remotely would encourage them further to recommend their company to their personal network.

Productivity & Performance

85% of companies notice an immediate increase in productivity when they provide remote work options, which bring financial gain for the company. Moreover, when provided with location independence, workers' final results have 40% fewer quality defects than before. Companies reported a gain of more than \$270 million each year as a result of higher employee satisfaction because of flexible work options.



Benefits for employers



Retention

72% of employers notice remote work's highly positive impact on employee retention. 54% of office employees confirm that they would be more inclined to quit their job for one that offers flexible work time. When a remote work retention strategy is in place there is an immediate. In recent Bulgarian research, 70% of the participants expressed interest in the remote working setting as a provided option by their employer



Competitive advantage

As the employees are the drivers for a business success they are also the main factor that would build or destroy the competitive advantage. Being able to attract and retain employee talent is a key differentiating factor in the current competitive business world. Remote work can play a positive role by creating a sense of personal and professional recognition between the employer and the employees.



Sustainability & Environment protection

Work-from-home decreases a company's carbon footprint and makes it more green by simply reducing commuting and encouraging video meetings. The 3.9 million employees that work remotely contribute globally to a reduction of greenhouse gas emissions by the equivalent of taking more than 600,000 cars off the road for 365 days. Additionally, 7.8 billion miles aren't travelled each year thanks to those who work at least part-time from home. 3 million tons of greenhouse gases are being avoided as well as oil savings have reached \$980 million. By choosing to use less paper and monitoring air conditioning, heating, and lighting—remote workers have the same positive impact on air quality as planting over 91 million trees.

Benefits for the employees

Work-life balance

A healthy work-life balance is the key to success at work and is becoming more and more the main priority for employees and employers. Working remotely leads to less stress from work and helps establish a healthier work-life balance. Remote work has become so attractive because of the various inherent downsides of the in-person workplace like the constant distractions of the open workspaces, rising costs of living in work centres and tech hubs, long commutes, hustle and rising personal expenses.



Health

Stress levels for employees who work remotely are 25% lower as employees' stress and negative feelings actually spread throughout the workplace. The opportunity to spend more time with family and close ones can contribute to lower stress levels and higher levels of productivity, personal happiness and mental health. Moreover, at home, they can construct a very personalized work environment that can meet their personal needs and wants.



Freedom

Employees can benefit from the possibilities like creating their own schedule, deciding for themselves when, where or how to fulfil their tasks. These opportunities are highly valued by employees. Participants in recent Bulgarian research explicitly state that freedom and time flexibility are major benefits of remote work as it helps them organize and mend their time according to their own needs



Finances

Researches report a higher salary for remote workers compared to the employees who work on location. In the US the average annual income and savings for remote working employees are \$4,000 higher than that of non-remote employees. Additionally, 30% of remote employees say they manage to save more by cutting down on on-site work expenses and work travel. In recent Bulgarian research, the financial benefits were mentioned among the major factors when considering remote working.

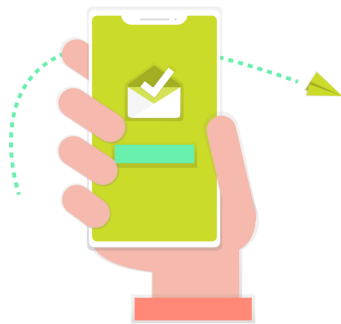


Benefits for clients



Time flexibility

Remote work benefited mostly tight schedules and interaction with clients in the hustle of the modern world. Instead of scheduling in-person meetings, it is much faster to do it online as commute time for either parties or availability in a public space like restaurants or conference rooms at an office space doesn't have to be considered. Moreover, it is increasingly common even before the global pandemic for high-level executives to interact with partners and clients overseas or from a great distance through Zoom or Facetime. With the advance of technology and the easier access to it generally, it is a convenient option to have for yourself and your clients.



Fast responsiveness

The world nowadays is creating a culture of immediate availability, rapid service and fast solutions. When a team consists of employees from different countries, various time zones there is the advantage to offer to clients 24 hours a day nonstop service if a client needs help especially for companies that provide tech support, marketing services and any other type of online based activities. That is a considerable advantage to react quickly, identify potential opportunities or even challenges much sooner, resolve issues swiftly, address concerns the moment when they arise and get back to emails, calls and messages in a considerate manner.



Top talent and results

By having a fully remote working team from all different backgrounds, locations and positions working for your clients needs you are able to tackle strategic challenges, concepts and ideas from many different perspectives and completely unique points of view. That helps you provide to the customers a better service and products through international and culturally diverse teams when compared to on-location concurrents. To better serve clients, attract, hire and retain talent internationally without restrictions of physical location.



Lower risk

Clients expect highly on-demand services and virtually operating companies give an opportunity to meet that demand and ensure that you would continue delivering in the future, no matter what happens. Providing much-needed flexibility that remote online operating companies have protects clients' needs and the business processes against crisis like the most current global pandemic.

Benefits and challenges

Challenges of Remote working

Legal issues

Different legal systems require different alterations and specific mentioning of relocation or place of work, making it specifically hard to adjust and seamlessly switch from on-location to remote work on demand.

As per the Bulgarian Labour Code, it is the employer's responsibility to provide the necessary equipment for their employees and ensure that they have access to all essential technical and communication tools and channels to perform their work appropriately. In case that these requirements are not met employees may lawfully refuse to fulfil their responsibilities. The same regulations apply when working from home or remotely. Another regulation from the Bulgarian Labour Code is concerned with the occupational health and safety of remote employees. In the case of remote work employers remain responsible for providing safe and healthy working conditions even though employees are not working on location.



Remote workers face communication challenges

Communication

In a study on remote work in Bulgaria, 24% of the participants with remote work experience cited communication as one of their biggest challenges. Remote work is changing the communication dynamics in a company in a way that makes it more purposeful and planned. Virtual communication tools like Zoom, Google Hangouts, Skype, Slack and many more are the new way to break down these barriers.

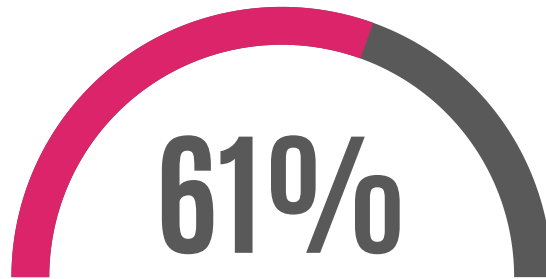


Remote workers struggle with distraction and lack of boundaries

Distraction

Distractions and lack of boundaries can be caused by no separation between work and home responsibilities. Bulgarian remote employees report difficulties to unplug and not work longer hours than they are required. That creates issues for establishing a work-life balance and maintaining stable mental health.

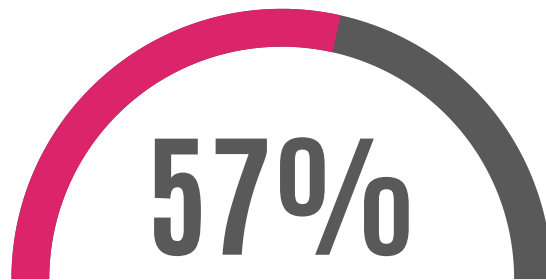
Challenges of Remote working



Remote workers report that keeping creativity is a significant challenge

Creativity

According to research on employees in large enterprises keeping your creativity is a critical or significant challenge when working remotely. At the same time, other studies show that remote working can also have a positive impact on creative tasks. When it comes to that it is down to the organization to build a creative culture, technology enables and inspires employees to express creativity in different ways regardless of where they work.



Remote employees face performance management challenges

Performance management

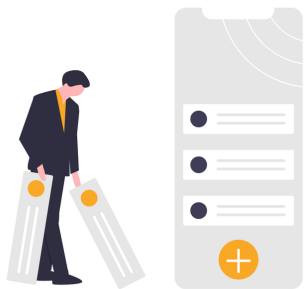
Performance management is cited as a challenge at large enterprises when it comes to working remotely. Moreover, the fact that remote working boosts productivity gives confidence and reassurance to managers. Regular check-ins, scheduling of work, and establishing KPIs and targets are some of the techniques to settle good performance management in a remote working situation.

Formation of a company culture

One of the obvious challenges in a completely remote operating business is building a company culture and establishing a sense of belonging for its employees. In all-remote companies, different online events and communication channels are important for the creation of a shared understanding. This is done in order to create, maintain and deepen ties between disconnected people due to physical location for instance. Daily team calls, regional co-working days, virtual "watercooler" chats are ways they encourage interactions.

Guidelines

Guidelines for employers

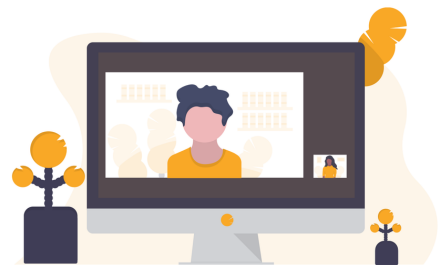


Set expectations

Planning achievements, quarterly plan and goals and discussing them with the team will help avoid misunderstandings and would align everyone towards the same target. The important things to consider are the goal responsibilities and their ownership, the regularity of updates and their form, the communication guidelines and what tools and standard operating procedures would be in place.

1-1 time

Make sure to check on the well-being and engagement of the entire team, which would prevent larger issues from arising, allow for feedback and open communication. Create a shared agenda with a setlist of topics to be discussed in order to provide context and preparation for both parties.

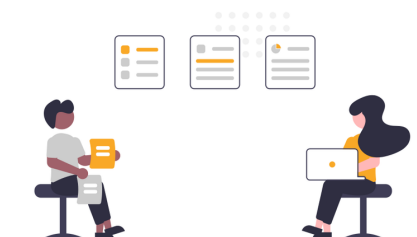


Give feedback

Lack of proper prompt feedback causes uncertainty or confusion. Therefore regular feedback reduces the chance of disagreements, conflicts, demotivation and failure to meet deadlines and reach targets.

Communication

Keep employees in the loop by sharing information openly with the whole team in a timely manner. Choosing the right channel or a tool to do so depends on the circumstances. When working remotely more communication is better than less in order to support your team in the best possible way.

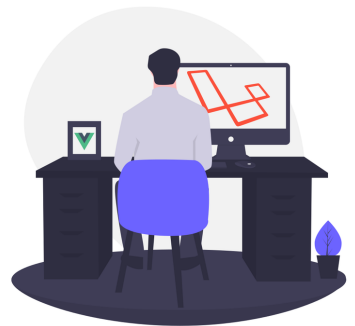


Guidelines

Guidelines for employees

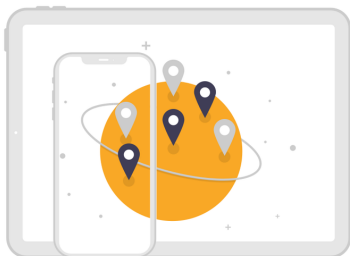
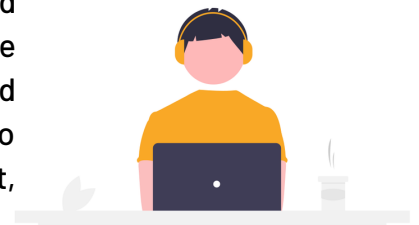
Set up of the workspace

A safe, private and comforting space to work is essential. Proper lighting, good ergonomics like desk and chair, comfortable furniture are considerable factors when working remotely. When it comes to a shared space there can be extra surrounding distractions in that case good quality noise-cancelling headphones can be useful.



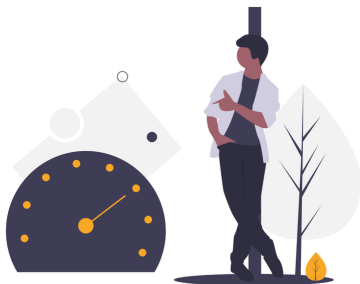
Maintain desk space

Depending on the situation an additional monitor, extra keyboard and mouse are suitable in order to utilize desk space and make it more efficient. Apps that allow for a split screen, keeping page tabs visible and improving accessibility are advisable. Other suggestions would be to personalize the desk space with items that bring further comfort, motivation or inspiration without bringing unnecessary distraction.



Internet connection

Password-protected and secure Wi-Fi or ethernet connection is crucial when working remotely. Avoiding accessing sensitive information, opting for password-protected networks and avoiding automatic connection are some of the basics of safe internet usage when working remotely. Additional safety tips are using VPN and making sure that the firewalls are always on.



Overcoming distractions

Creating a routine, giving yourself time to relax and finishing work at the same time helps the work mindset. Additionally blocking off time on your calendar and controlling your notifications can help with focus when working from home. Healthy eating habits, physical exercise and meditation could improve your performance and focus span.

Tools

Administration

Cloud Storage



Google Drive - cloud storage that keeps files in one secure and centralized location. Store, share and sync documents across devices, so they can be viewed and updated from anywhere.

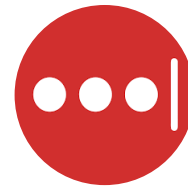


Dropbox - cloud-based workspace that offers easy sync, share and collaboration on documents with the addition of API for remote collaborators.

Access & Approval Management



1Password - tool saving all passwords and enabling approved team members to log in to shared platforms. It has instant, secure sharing, managing access from anywhere and streamlining administration with Slack alerts.



LastPass - auto-pilot for passwords that maintain complete visibility and control. The tool provides a built-in password generator, digital record storage, password sharing and dark web monitoring for business and private usage.

Announcements & Internal Documentation



Confluence - remote-friendly team workspace. It allows you to create an internal blog, wireframe or wiki for your team as well as keep documents, notes, best practices, product requirements.



LOOM - tool enabling recording of presentations, voice messages or videos of the screen, cam, or both in order to give an announcement or play-by-play to the team through a link to share and easily circulate it across channels.

Tools

Administration

Document signing & Scanning



Evrotrust - e-Identification, e-Signatures, e-Seals, e-Timestamps, e-Authorisation, e-Delivery, Validation tool for businesses.



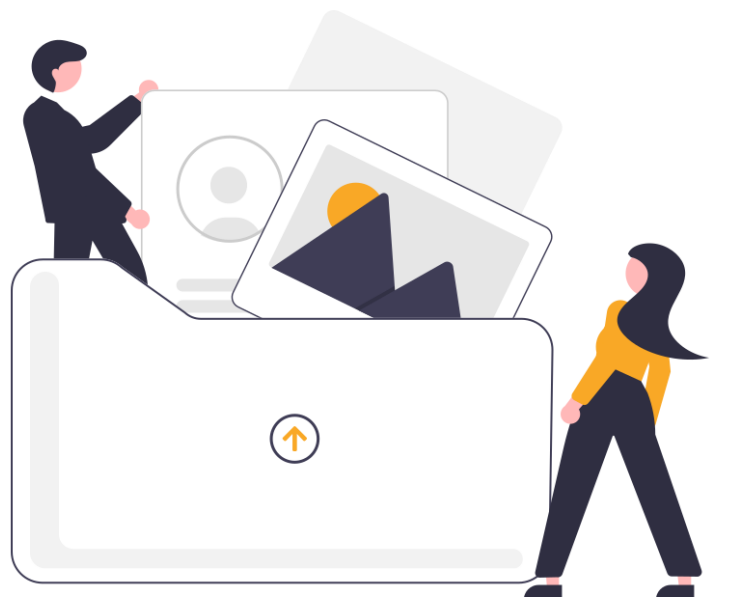
Adobe Sign - tool for online signatures that complies with international law requirements. It provides signing Word and PDF documents, sending signature requests, getting notified as a document is viewed or signed as well as sending reminders.



B-Trust Mobile - mobile app for remote identification, signing and sending documents. It has the legal value of a handwritten signature, allows for easy integration and high reliable security as it provides a wide range of electronic services.



Microsoft Lens - PDF Scanner. It trims, enhances, and takes pictures of whiteboards and documents, converts images to PDF, Word, PowerPoint and Excel files, digitizes printed or handwritten text, and saves to OneNote, OneDrive, or local device.



Real-Time communication



Slack - online communication tool that organizes chats, channels and groups by subject and integrates with platforms like Trello, Google Docs and DropBox.



Microsoft Teams - online meetings, chat, and cloud storage that is part of Office 365. It's a full-service collaboration and communication suite for Windows users.



Discord - a customizable server with topic-based text & voice channels, screen share, and customize member access as well as a free API customization.

Video Communication



Zoom - online tool to schedule, launch, and record virtual meetings as well as set up virtual conferencing, webinars, live chats, screen-sharing and other collaborative capabilities.



Google meet - real-time meetings by Google. The platform formally known as Google Hangouts Meet is a video-chatting service designed for businesses.



Skype - multi platform video chat. It enables screen sharing on mobile and desktop, live transcription and translation with 50 people free access.

Reward & Recognition



Bonusly - online platform for rewarding, recognizing, and timely celebrating employees. It makes recognition visual and interesting, analyzes and points out team members' strengths.



Fond - tool for global recognition for diverse teams. It features custom recognition, cost of living adjustments, language translations, and an international rewards catalogue to support global workforces as well as detailed analytics of behavioural and budgetary insights for managers.

Sales engagement



Outreach - sales engagement platform for remote teams. It allows for a maximizing of the follow-up process, setting customized sequences and reaching prospects on a variety of channels.



Reply - sales engagement platform with multi-channel outreach and automation features. It functions on customer-specific channels through email, SMS, calls, WhatsApp messages, LinkedIn and more.

Sales Dialer



HubSpot Call Tracker - dialer tool that allows you to line up calls and prioritize based on the contact data in your CRM. Place and record call directly from the browser, log calls in your CRM and maintains contact records.



RingCentral - cloud-based phone, message, and video communication and collaboration tool for remote sales teams. It is a dialer, a tool for service and support, market research, and contact centres.

Remote prospecting



Sales Navigator

LinkedIn Sales Navigator - tool for generating leads, screening and engaging with prospects. It allows you to do a more advanced company search and have suggested leads that fit your criteria.



Profiler - industry-specific customer profile tool. It is a toolkit for defining key customer profiles inside pre-existing customer bases, including ICP templates based on company-specific industry and sales styles.

Marketing

Social media management



Hootsuite - social media management platform that covers all aspects of a social media manager's activities. It allows sharing and scheduling content, ways of addressing messages, staying informed about market trends and competitors, promoting content and managing paid ads as well as analyzing results.



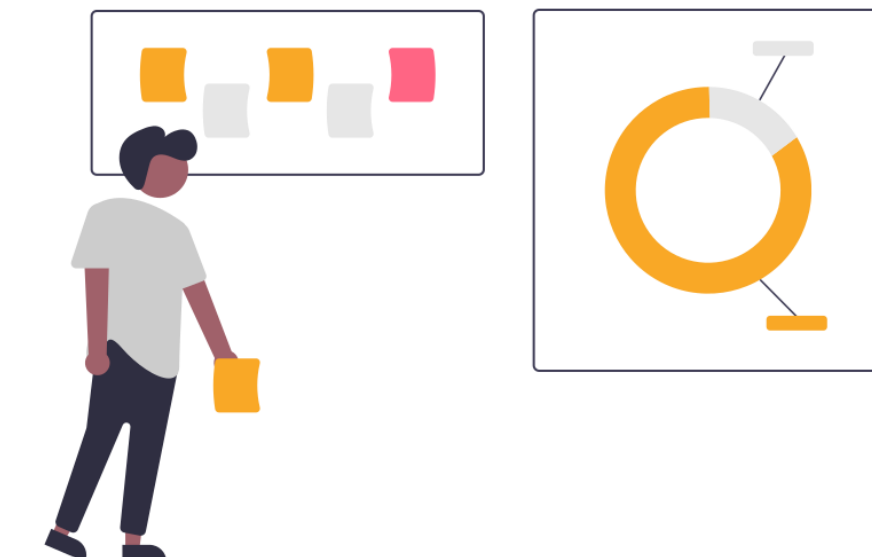
Socialbakers - social media marketing tool using AI. It discovers customer personas, creates content strategies, outlines niche trends, aligns the entire marketing process from planning through execution on all social media platforms as well as analyzes results and reports.



Mailchimp - all-in-one marketing platform for small businesses. It accommodates audience data, marketing channels and insights in order to reach target customers, create and share content, automate marketing activities and analyze results.



Marketo Engage - Adobe marketing automation software. Platform helping marketing teams collect customer data, create and share personalized content, providing automation and analytics for marketing and sales to coordinate engagement.



Customer Relationship Management (CRM)

CRM



Hubspot - full suite CRM built to develop businesses through an inbound methodology. It helps build and grow a personalized customer experience. . Marketing, Sales, Service & Operations are working off the same system of record, allowing for a smoother collaboration between teams and results in a better experience for clients.



Salesforce - customer relationship management (CRM) platform that enables marketing, sales, commerce, service and IT teams to work from anywhere. Salesforce's Customer 360 is an integrated CRM apps suite that aligns Marketing, Sales, Commerce and Services. It provides support in stabilizing your business and delivering exceptional customer experiences.



Pipedrive - CRM system. It allows you to manage leads in your pipeline, track communications, automate activities and share insights about the sales process. Pipedrive is most suitable for small teams or solopreneurs.

Project Management

Project management software



Teamwork - project management software that provides customizable workflows and multiple project management. The software integrates with Slack, Xero, HubSpot, Google Drive, Dropbox and many more.

Monday - Work Operating System (Work OS) enabling teams to run projects and workflows. Work OS helps to shape workflows, adjusting needs, creating transparency and connecting teams. Monday.com is customisable and supports Kanban and Gantt methodologies.

Jira - project management software for companies to plan, track, & release projects. It supports the Scrum and Kanban boards, provides roadmaps for project outlines and has reporting features.



Security tools

BitLocker Device Encryption

BitLocker - encryption feature built-in for Windows 10 Pro. It ensures a secure environment for your private and confidential data by encrypting it. Mac OS X alternative is FileVault

mimecast™

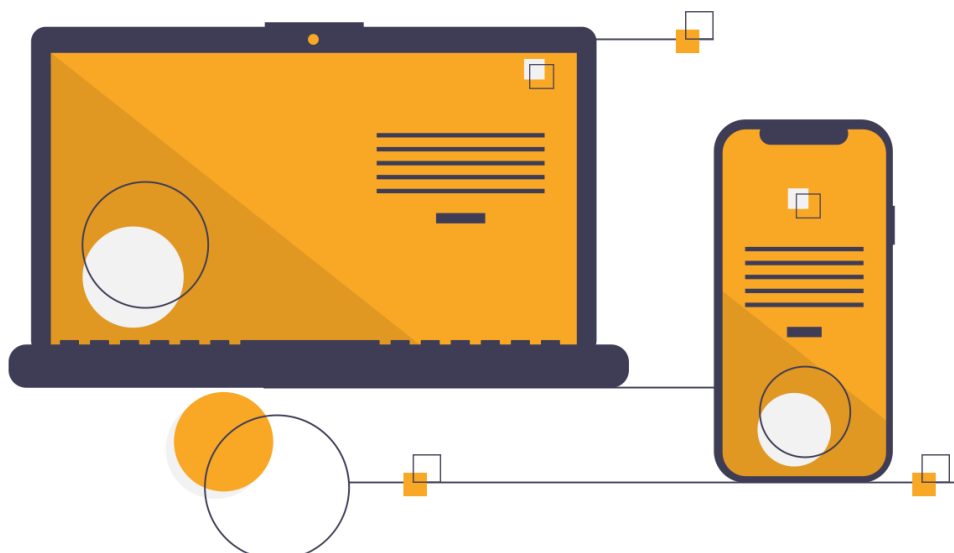
Mimecast - cloud cybersecurity services for email, data & web. It blocks ransomware, protects your business email from compromises, prevents data loss, prevents supply chain impersonation attacks and eliminates brand exploitation.

2FA TWO-FACTOR AUTHENTICATION

Two Factor Auth (2FA) - two-factor authentication. It is an additional security layer used to keep accounts secure and ensure that no one can gain unauthorized access to your online accounts.

NordVPN®

NordVPN - Virtual Private Network tool. It provides secure remote access to your team and protects every endpoint in your organization with AES 256-bit encryption.



Finance & Accounting

Digital Accounting Systems



FreshBooks - digital accounting system suitable for freelancers, professional service organizations and companies that do not deal with inventory management. The system is equipped with all the essential accounting features, including invoicing, reporting and online support.



Xero - accounting system including standard features suitable for companies that manage inventory. The system includes built-in, robust inventory management features, features for custom invoicing and strong project management tools.

Others

Google Workspace

Google Workspace - Google office software tools. It includes Gmail, Calendar, Meet, Chat, Drive, Docs, Sheets, Slides, Forms, Sites for collaboration as well as security and management tools like 2-step verification, group-based policy controls and suchlike.

AnyDesk

AnyDesk- remote desktop application. It helps to connect to a computer remotely in a secure and reliable manner with asymmetric encryption.



Policies

A good remote work policy in place helps the company and its employees to clearly outline expectations. It supports the general application of rules across the organization and minimizes the chances for employees and managers to make decisions that can negatively affect productivity, morale, or both. Such policy also reduces the risk of burnout by better defining the work-life balance.

A policy should include the topics of:

- Employee eligibility
- Work schedule and availability
- Communication channels
- Tools
- Technology resources
- Restrictions and exceptions



**Find a remote work
policy template
below!**



Remote work policy template

Policy summary & purpose

A detailed summary of the policy as well as an explanation of its function.

Scope

Outline all the employees that the policy applies to.

Standard operating procedures SOPs

Provide a list of additional policies remote employees must follow.

Examples:

Attendance.

Social media.

Confidentiality.

Data protection.

Employee Code of Conduct.

Anti-discrimination/Equal opportunity.

Dress code when meeting with customers or partners.

Work availability and environment

State work hours, availability and form of presence for remote employees as well as describe the expected employee's out of office work environment.

Communication

List communication channels, describe the use and outline appropriate activity and expected response timing for internal communication as well external one with clients and partners.

Equipment

List hardware and software the company will provide or the employee should supply themselves as well as a maintenance agreement.

Security

State the company's guidelines for the protection of confidential information.

Cybersecurity

State the company's cybersecurity protocol.

Goal setting

Provide guidelines for goal setting and outline KPIs.

Wellbeing

Provide guidelines for achieving and protecting employees' well being as well as protocol for addressing issues.

Additional

Provide any extra information that might be relevant for the given company

Acknowledgements

Thank you for reading our guide. We hope we've provided a clear picture of the remote work environment and have given suitable recourse for both employers and employees to embrace remote work.

Limacon LTD is an external partner for Bulgarian and International companies that assists in the development and improvement of four main activities - marketing, sales, business digitalization and event organization.

The findings in this guide have been based on extensive research done in the period 01.02.2021 - 31.05.2021. This project and the results are drawn from a:

- Desk research and scientific literature reviews
- A national survey sent out to 3000 people with over 295 respondents.
- Interviews with professionals from the business field in Bulgaria

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