



The influence of teleworkers on entrepreneurship in startups

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Abstract

Teleworking has first been introduced in the U.S. after the oil crisis that has happened during the 1970s. The main purpose of teleworking in that time was to save fuel and energy regarding the high prices that were practiced on it. Nowadays, this untraditional way of working is back on stage as the improvements in technology have considerably contributed to its spreading and the rise of the e-commerce industry has increased the demand of teleworkers. Our study focuses on the teleworkers in the context of startups and analyze the effects of them on the entrepreneurial atmosphere that involves these small ventures.

There is evidence that startups are likely to hire teleworkers because they usually have small offices. Moreover, besides keeping low costs in terms of structure and free up more space, they are motivated to employ them in order to become more productive. But besides this little insight, a very few has yet explored further on this research area, although it would have been interesting for employers to know more about it. Thus, our study questions how teleworkers that have been depicted as assets for startups foster entrepreneurship. Geographically speaking, our research focuses on the French territory and startups that are thus based in France.

This study was conducted using a qualitative study and using interviews as a way to gather data. To answer our research question, we have interviewed five teleworkers from French startups and five employers/managers that are actually working with these telecommuters. We followed the principles of semi-structured interviews by using an interview guideline and following it in the main guidelines. We have structured our interviews in three main themes regarding our topic and the theoretical framework we have developed: teleworking, startup and innovation, entrepreneurship and innovation.

Our results have demonstrated that the better work environment, and the flexibility provided by teleworking were characteristics that are helping to foster entrepreneurship in startups. These teleworkers are more likely to identify and discover opportunities, but also to exploit them, and increase the innovativeness that is key to entrepreneurship and startups.

Keywords: teleworking, telecommuting, home-based worker, entrepreneurship, startup, innovation

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Table of Contents

1. Introduction	1
1.1. Choice of Subject.....	1
1.2. Pre-Understanding	2
1.3. Theoretical background & Research gap	3
1.4. Question	4
1.5. Purpose.....	4
2. Scientific Method	5
2.1. Ontology.....	5
2.2. Epistemology	5
2.3. Axiology.....	6
2.4. Research Approach	6
2.5. Research Design.....	7
2.6. Research Strategy and purpose	7
2.7. Literature Search.....	8
2.8. Ethical consideration.....	9
2.8.1. No harm to participants	9
2.8.2. Dignity	9
2.8.3. Informed consent and no deception.....	9
2.8.4. Anonymity and confidentiality	10
3. Theoretical Framework	11
3.1. The concept & history of teleworking	11
3.1.1. Different types of teleworking.....	12
3.1.2. Social and professional benefits for teleworkers	13
3.2. Entrepreneurship	14
3.2.1. Defining entrepreneurship and entrepreneurs.....	14
3.2.2. The process of opportunity identification.....	15
3.2.3. The relationship between entrepreneurship and innovation	17
3.3. The concept of Startup	18
3.3.1. Three main characteristics of a start-up	18
3.3.2. The importance of innovativeness and the team for startup success	18
3.4. Propositions and summary of theoretical framework	20

4. Practical Method.....	22
4.1. Qualitative Data Collection method.....	22
4.2. Qualitative Sampling techniques and access	23
4.3. Interview Guide.....	24
4.4. Conducting the Interview.....	25
4.5. Transcribing	26
4.6. Qualitative Analysis	27
5. Qualitative Empirical Findings.....	28
5.1. Interviewees profiles	28
5.2. Teleworking	30
5.2.1. Autonomy	30
5.2.2. Office Pollution	31
5.2.3. Trust.....	32
5.2.4. Commuting	32
5.3. Innovation	33
5.4. Entrepreneurship and Innovation.....	36
5.5. Start-Up and Innovation.....	36
6. Empirical Analysis	37
6.1. Teleworking	37
6.1.1. The importance of trust.....	37
6.1.2. Reducing commuting time.....	38
6.1.3. Reducing office pollution	38
6.1.4. Offering more autonomy	39
6.2. Entrepreneurship, startups and innovation.....	40
6.2.1. The characteristics of entrepreneurship	40
6.2.2. Defining startups.....	40
6.2.3. The importance of innovation.....	41
6.3. Innovativeness.....	41
6.3.1. Defining innovation	41
6.3.2. Getting the organization ready for innovation.....	42
6.3.3. Characteristics of innovative people.....	43
6.4. Innovation and teleworkers	44
7. Conclusion.....	47

7.1.	General considerations	47
7.1.1.	Working remotely lowers the stress	47
7.1.2.	Working remotely offers a better work life balance	47
7.1.3.	Teleworker enjoy more flexibility at work	48
7.1.4.	Teleworking provide a better work environment	48
7.2.	Managerial considerations	49
7.2.1.	The importance of trust.....	49
7.2.2.	Less monitoring from managers	49
7.3.	Theoretical contributions	49
7.4.	Limitations and suggestions for future research.....	50
8.	Quality/Truth criteria	51
8.1.	Credibility	51
8.2.	Transferability.....	51
8.3.	Dependability & Confirmability	51
	List of References	53
	Appendices	58
	Appendix 1. Interview guide for employees	58
	Appendix 2. Interview guide for employers/managers	59
	Appendix 3. Teleworking Diagram.....	60
	Appendix 4. Innovation Diagram.....	61
	Appendix 5. Entrepreneurship Diagram.....	62
	Appendix 6. Startup Diagram.....	63

List of Tables

Table 1.	Propositions	20
Table 2.	Interviewees.....	24
Table 3.	Teleworkers Profiles.....	28
Table 4.	Employers/Managers Profiles	29
Table 5.	Revized Propositions.....	45

1. Introduction

The purpose of this introductory chapter is to give the readers an insight about our research topic and to have an overview of why and how we decided our topic. It will give them a basic understanding of our field of research and the gaps that accompany it.

1.1. Choice of Subject

We are two French undergraduate students in the program of Business Development and Internationalization at the University of Umea. We chose to follow this specific program because the two of us have an interest in startups and entrepreneurship. Through our professional experience, both of us have been working in small structures and one of us has been working as a teleworker for more than a year now. Furthermore, our professional goal is to build and manage a business that we will found together working remotely because it would also allow us to pursue our personal goal to travel around the world, and the technology of nowadays is allowing it. For all the reasons stated above, we chose to conduct our thesis researching a field in relation to the concept of entrepreneurship and startups. As we are French, we decided that startups in France will be the core of our research.

We focused on the French context not only for practical reasons, but also because we believe that this country is becoming an important actor of the world of startups as it is going to launch the world's largest incubator (Schechner, 2013). During the last decade, we have seen that there was a 30% increase of employees in startups between 2013 and 2014 and there was a 37% growth regarding the turnover generated (Ernst & Young et Associés, 2015). Moreover, in the second quarter of 2016 alone, the French startup environment received 321 €M from fundraising, business angels and private investors, a new record. Those figures show us that there is an increasing interest regarding startups in France (Capgemini Consulting & eCap Partner, 2016). With our study, we want to help French startups to reach this goal of becoming major actors, but we also think that the French context will contribute to knowledge as it is a booming industry there. As a developing industry, and with their project, we think that France is going to contribute to further knowledge of the startup world more than other countries already established as startup-friendly as they are still trying to improve. With our study, we expect that France could be the one that will initiate teleworking in startups and prove its benefits to other countries as it will become a major actor.

While we were talking about our thesis' topic, we noticed the fact that the Internet and Information Technology (IT) are becoming more and more prominent among organizations and can be vital for some of those. Furthermore, the fact that the marketplace is more competitive pushes managers to find new ways to survive (Townsend & Hendrickson, 1998, p. 17). Along with that, a new and different way of working showed up in enterprises with the arrival of virtual teams composed of teleworkers. Teleworking, or telecommuting, offers convenience to the company as it allows its managers to benefit from flexibility and also provides the company with access to previously unavailable expertise (Townsend & Hendrickson, 1998, p. 17).

Because we have been working as teleworkers, we already have an interest in this field because it gave us the opportunity to combine work experience with studies in a foreign country. The main reason we chose this subject is that we think that teleworkers can bring

new expertise and opportunities to companies by being physically away from the organization. If they are, it will bring them to being more likely to create innovation and we know that entrepreneurship is mainly about being innovative (Piperopoulos, 2012, p. 19). By writing this thesis, we want to explore the benefits and challenges of hiring teleworkers that they can bring among startups in France and proving that working remotely can promote innovativeness and entrepreneurship.

1.2. Pre-Understanding

While conducting this thesis, we realized that pre-understanding took an important place in the choice of the subject and the interpretation of the results obtained during the interviews. For instance, Nyström & Dahlberg argued that while being in the research process, we have to consider our presuppositions concerning the subject under study in order to stay objective while we conduct our research and the whole process of inquiry (2001, p. 339). This phenomenon of pre-understanding, which results of explicit and tacit knowledge, can be implied at two different levels (Ryan, 2011, p. 220). First, it can be the result of personal experience and it acquired by the researcher himself after having accomplished a specific action in his life like studying and working for example. On the other hand, pre-understanding can be collected through the one of other people, the intermediaries from which we will acquire pre-understanding.

Considering the thesis, Nyström & Dahlberg stated that it is important for the researcher to consider its prejudices so as the influence it can have regarding the interpretations made from the results obtained after conducting the interviews (2001, p. 339). If not, the risks are that the results from the study would be distorted and the researcher will probably display results that are just a reflection of its perceptions of the phenomenon under study. Still, previous knowledge is important when it comes to interpreting the data obtained while the research is conducted, but, as stated above, this process requires the researcher to be careful if he doesn't want to miss the profound implication of his results (Nyström & Dahlberg, 2001, p. 345).

From our personal experience, both of us has a solid background regarding the environment of French startups and teleworking. Before starting the thesis, we were already convinced of the effectiveness so as the importance of teleworkers among new venture, as we helped some startups in discovering new opportunities while being away from the office. During our studies and especially after this year in the University of Umea, we've learned a lot of the field of entrepreneurship as it was the core concept of our Master program. We received different education regarding entrepreneurship and new ventures with courses like business strategy, growth, networking, business development and new product innovation. Due to our enthusiastic view of teleworking, we were aware that our perception of this trend would have a certain impact while designing our questionnaire, conducting the interviews and writing this thesis. As a consequence, we tried to stay the most objective possible. For example, we avoid intervening while administering the interviews and we always made sure to let the participants finishing their sentences. Once the dialogue was over, we asked the interviewee for feedback in order to get his point of view regarding our subject.

1.3. Theoretical background & Research gap

Due to the different kinds of teleworkers, the number of terms and synonyms related to this concept are abundant: telecommuting, flexible working, teleworking, home working and home-based working, virtual workplace, and so on... But basically, the meaning remains the same. Since the last century, many researchers have studied and defined this concept. For Bui, et al., telework can be seen as an “organizational work performed outside of the normal organizational confines of space and time, augmented by computer and communications technology” (1996, p. 344). One characteristic that we need to focus on is that teleworking is about the distributed work arrangement coordinated by an organization (Bui, et al., 1996, p. 344). Thus, we need to understand that freelance and self-employed people are not seen as real teleworkers also because they do not have any connection to a central workplace (Kurland & Bailey, 1999, p. 54). We also observed that most of the researches lack on how teleworkers can contribute to companies, how they can be managed and how their performance can be evaluated (Handy & Mokhtarian, 1996, p. 236). That’s why we focused on employed teleworkers and not freelance.

Teleworking was becoming popular in the U.S. in the 70s during the oil crisis. Nilles was among the first to introduce this idea for companies. The purpose of working from home was to avoid for employees to come to the workplace in order to save on fuel and energy as it was very expensive at the time (Tahavori, 2015, p. 341). As a consequence, it would not be needed for employees to use their cars or public transportations every day and they could save huge amount of gas. Today, hundreds of companies are employing teleworkers all over the world. Most of them are big companies from different industries like American Express, Coca-Cola, Ford, HP, United Airlines, AT&T and even within public organizations (Ozcelik, 2010, p. 213; Caillier, 2012, p. 463; Tahavori, 2015, p. 341).

So why teleworking so popular among firms? Through our literature search, we found that most of the authors agreed on the fact that teleworking presents various advantages for the company as it can reduce the cost for office space for instance (Caillier, 2012, p. 463; Baruch, 2001, p. 118). Furthermore, all the overall explained above shows that this working trends will be beneficial for the environment as less carbon dioxide will be emitted due to less commuting which will reduce pollution (Baruch, 2001, p. 118; Baines, 1999, p. 18; Tahavori, 2015, p. 341). As a consequence, numerous large cities and large companies are adopting teleworking in order to reduce mobility and to be more environmental-friendly (Graizbord, 2015, p. 128).

When it comes to entrepreneurship and innovation, we think that a relationship between these two concepts and teleworking can be made. On one hand, what defines innovation is the act of discovering and pursuing unexploited market opportunities to promote market newness, which is at the heart of entrepreneurship (Dahlqvist & Wiklund, 2012, p. 195). In fact, this concept is at the center of economic growth, and people are willing to understand how entrepreneurs can work with their teams in order to discover and go after new opportunities in the market (Lim, et al., 2013, p. 47). On another hand, an entrepreneur has been defined as a person who works on his own initiatives, is able to create the structure he needs to handle his project (Formichella, 2004, p. 4) and is principally characterized as having an innovative behavior (Carland, et al., 1984, p. 358).

According to Chatzoglou, et al., “teleworking by nature requires personal initiative and front line decision responsibilities (2009, p. 348). It means that teleworking cannot really work if there is no initiative from the teleworker himself. We can thus see that there is common points between entrepreneurship and teleworking as they both include that aspect into their concept that gives us the idea that entrepreneurship and teleworking should be further studied. As stated by Bui & al., small businesses adopt flexible work arrangement by authorizing certain employees to work at home and the others to work at the office to become more productive and free up more spaces which are usually small at the beginning (1996, p. 345). Thus, these statements show that there is an interest, especially for entrepreneurs in innovative start-ups, to study about this unexplored field because they would be aware not only of the practical advantages, but also of the possible performance improvements that teleworking has. We have also been comforted into studying this field as there have been some negative labels or dismissive arguments towards teleworking that do not rely on rationale reasoning, and because of the lack of figures on the effects of teleworking, poor results could be suggested (Chatzoglou, et al., 2009, pp. 335-336).

1.4. Question

How hiring teleworkers promote entrepreneurship in French startups?

1.5. Purpose

As stated above, the purpose of our study is to fill the gap between entrepreneurship in startups and teleworking by furnishing empirical evidence regarding the added value that teleworkers can bring into this kind of companies. This will be done by conducting interviews of entrepreneurs who are currently hiring teleworkers within their companies in order to see by which means teleworkers can foster innovativeness into the firm and promote entrepreneurship by discovering and exploiting new opportunities in French startups. By conducting this research, we would like to provide a tool that could show entrepreneurs that teleworking is a way of working that they should consider as we think it can have many advantages and can foster innovativeness among its structure.

2. Scientific Method

In this second part of our thesis, we will discuss and set up our research philosophy. We will thus state our ontological and epistemological approaches concerning our study. Then, we will explain how we intend to conduct our study through the research approach and the research design that we will adopt. The final subparts here will concern the method we applied to collect the literature that is used in our thesis and how we have considered ethics in our study.

2.1. Ontology

According to Gruber, the concept of “ontology” can be defined as an “explicit specification of a conceptualization”. This term concerns the knowledge of an area that is viewed as a declarative formalism (1993, pp. 1-2). To put it in other words, ontology is about the statement of a rational theory. There are two different assumptions of how ontology can be approached: objectivism, and constructionism (Saunders, et al., 2009, p. 110).

Objectivism is relied to the fact that positivists view social reality as “objective and external to the researcher”, thus meaning that there is a unique and objective reality that is shared by everyone (Collis & Hussey, 2014, p. 47). On the contrary, constructionism is a subjectivist view where social phenomena are built from the social interactions of actors that all have different perceptions. These social interactions maintain phenomena under a constant state of being revised. (Saunders, et al., 2009, p. 111) Therefore, there are a multiplicity of realities (Collis & Hussey, 2014, p. 47).

Regarding our own study, we assume that we will adopt a constructionist ontological approach. We will indeed study on the interactions between teleworkers and startups owners. As they all have their own perceptions and way of managing and working, they create multiple realities meaning thus that they will all have subtle or completely different opinions about our topic. From our perspective, we want to understand how these interactions between the two social actors can help encourage entrepreneurship in startups. Because social interactions between the different actors are not the same, we will have results that might be different from other researchers that will conduct the same study in another context.

2.2. Epistemology

Epistemology involves what constitutes acceptable knowledge in a field of study (Saunders, et al., 2009, p. 112). Horrigan (Horrigan, 2007, p. VII) defined epistemology as the science of knowledge studied from the philosophical point of view, or the science of knowledge in its ultimate causes and first principles, studied using the light of natural reason. This concept of epistemology is divided into four different branches which are positivism, realism, interpretivism and pragmatism (Collis & Hussey, 2014, pp. 43-56; Saunders, et al., 2009, pp. 103-116).

First of all, Collis & al. introduce positivism as a paradigm underpinned by the belief that reality is independent of us and the goal is the discovery of theories, based on empirical research (2014, p. 44). For Saunders & al., a research conduct under the positivist approach is undertaken in a value-free way (2009, p. 114). On the other hand, realism, which, similarly with positivism, is more of a scientific approach to the development of knowledge (Saunders, et al., 2009, p. 114). For the authors, this paradigm shows the reality as the truth, as, objects exist independently of the human mind. Finally, the authors

agree on the fact that the objective reality can be interpreted in different ways. One of the other paradigm, which is interpretivism, supports the idea that it is necessary for the person conducting the research to understand differences between humans in our role as social actors (Saunders, et al., 2009, p. 116). For Collis & al. (2014, p. 45), the epistemological assumption is constructed by the belief that social reality is not objective but highly subjective because it is shaped by our perceptions. For Collis & al., the fourth paradigm which is pragmatism, argue that the research question should determine the research philosophy and what methods from more than one paradigm can be used in the same study (2014, p. 54). Pragmatism adopts multiple epistemological positions. For this reason, this paradigm suits best for mixed-methods studies (Saunders, et al., 2009, p. 109).

As our research consists of finding if teleworkers promote entrepreneurship among startups by analyzing the perceptions of the entrepreneurs who hire them, the data collected will highly depend on the company and what the entrepreneur perceive as entrepreneurship and innovation. The data perceived as acceptable knowledge, which are the perception of entrepreneurs is made of subjective meanings that need to be interpreted. As the data could not be collected by quantitative methods and will be influenced by our way of perceiving them, interpretivism is the most appropriate paradigm under which we will conduct our study.

2.3. Axiology

The term of “axiology” is the philosophical branch that is examining the judgements about values (Saunders, et al., 2009, p. 116). It relates to us as researchers, if our own values are playing a role during the whole process of research. There are thus two axiological assumptions: either the research is value-free or it is value-laden (Collis & Hussey, 2014, p. 47).

A value-free research implies that researchers are completely independent and detached from the study they are conducting which thus mean that they do not add any value nor bias to the results they study the phenomena. On the contrary, when the axiological assumption is value-laden, it means that researchers have values that are helping him to differentiate facts and the interpretations that are drained from them, meaning thus that the results are biased and value-bounded. (Collis & Hussey, 2014, p. 48)

As our research implies that we need to interpret the findings and give them a meaning so that we see that they are linked to our study, we position our axiological assumption as value-laden. We will indeed need to put our own values into the decryption of our empirical findings so that they would make sense and fit our study as we cannot use them as we collected them, meaning not interpreted. Because of that, we recognize that our results will be subjective as we all have our own values and thus, ways of interpreting the findings according to the person, but also according to the context they were collected.

2.4. Research Approach

The research approach concerns how the theory will be dealt for our study, meaning that it might or might not be explicit before the beginning of the study (thus chapter 1, 2 and 3 in our thesis) (Saunders, et al., 2009, p. 124). There are three different approaches of handling the research here: deductivism, inductivism, and abductivism.

A deductive approach means that we have a theoretical proposition that has been developed and that through the study, we will test it with empirical observations. On the other hand, an inductive research is the fact that we have made observations during the

research and that with these observations, we come up with a theory thanks to the study. (Collis & Hussey, 2014, p. 7) An abductive approach is “an inferential creative process of producing new propositions and theories based on surprising research evidence”. It means that from the theoretical understandings that a researcher has, he is led away to some new ones. (Timmermans & Tavory, 2012, p. 171)

For our study, we have come up with the assumption that we are making a deductive research. We indeed have come up with a theoretical proposition after focusing on the literature we read and studied for our theoretical framework. According to the information that we have gathered, teleworking seems to bring teleworkers some advantages regarding the personal and the professional context. With this in mind, we have come up with the theoretical proposition that teleworking may promote entrepreneurship in French startups. From that proposition, we have developed four specific hypotheses in relation to teleworking, which may promote entrepreneurship.

2.5. Research Design

The research design concerns the method that we are going to use to collect and analyze the data (Creswell, 2003, p. 17). There are three approaches that can be used: the qualitative method, the quantitative method and the mixed-method (Creswell, 2003, p. 18).

A qualitative study means that we are going to give more significance to words than to quantification of the data analysis and collection (Bryman & Bell, 2015, p. 392). On the other hand, a quantitative study uses methodologies that will produce statistical data (Creswell, 2003, p. 18). Finally, the mixed-method study is a combination of both previous approaches, when there is a use of two or more methods that are originally drawn from different paradigms (Collis & Hussey, 2014, p. 72)

We have assumed that our study will lie on interpretivism and thus, our research design will focus on a qualitative research. The meaning of the participants here and their answers will be much more significant than the number of participants. Thus, we don't need to interview lots of people, but rather carefully choose significant people that are really involved in the phenomena that we are studying. Because of that, our study will have a high degree of validity. Also, it is in pace with the other assumptions that we made before for our scientific method, where we assumed our study will be based on interpretivism.

2.6. Research Strategy and purpose

Making surveys is one of the many methods that we can use in a paradigm where the interpretivist approach is dominating. A survey methodology has the purpose of collecting either primary or secondary data from a sample. Although this method is traditionally linked to the deductive approach, it tends to be also used with an interpretivist approach. (Collis & Hussey, 2014, p. 62) A survey strategy can allow researchers to use a sampling rather than study the entire population, to collect and treat findings that would be a representation of the whole population (Saunders, et al., 2009, p. 144). Surveys can serve two purposes: either (1) the purpose of a descriptive survey, which means to observe and give a description of phenomena at a particular or various

times, or (2) the purpose of an analytical survey which means to find out if there is a link between two or more variables (Collis & Hussey, 2014, p. 63).

In order to find results, we have chosen to make surveys, and more precisely interviews. Through our study, we want to analyze if there is any connection and interaction between three different variables, thus the purpose of our research is analytical. As there is no or few papers dealing with our topic, we need to find primary data, which is possible with this chosen option. To stay in accordance with our research strategic choice, we have to be aware that we don't need to have a large sample, but rather one that will represent the different categories of people inside our population in the studied phenomena. Thus, we are confident that making surveys and more especially interviews is the right choice as the purpose of our study is analytical, we need to gather primary data and we can generalize our findings through the analysis of a sample rather than the entire population.

2.7. Literature Search

During the whole process of finding our subject and writing up this thesis, searching for relevant literature was one of the most important and time-consuming process. As literature “refers to existing body of knowledge (Collis & Hussey, 2014, p. 72), literature search consists of a systematic process, in which, it has been necessary to establish and use published researches that have been already conducted, so that, we could relate it to our own research (Collis & Hussey, 2014, p. 72; Saunders, et al., 2009, p. 75). This literature, which is relevant to our thesis was used to guide us when it came to finding research gaps and bringing a unique research topic (Hart, 2001, p. 3).

Collis & al. introduced a framework that could be follow to successfully accomplish a literature review (2014, p. 77). First, we need to formulate a list of sources. In this case, most of our sources will come from secondary data which come from existing sources like e-resources, academic journal, articles and conference papers (Collis & Hussey, 2014, p. 76). While searching for literature, we found most of it using internet databases like Google Scholar and the Umea University online library which redirected us to read articles on EBSCO, Wiley, Elsevier, Emerald Insight and many other databases. Advantages of searching on online databases were mainly because it was convenient, flexible, easy and fast to access relevant and diverse documentation regarding our location (Collis & Hussey, 2014, p. 80).

Then, it was required for us to define the scope of the research by sorting the results regarding the language, subject, geographical sector and the period for instance (Saunders, et al., 2009, p. 75). In our case, we broadly chose our literature as long as it was related to entrepreneurship, teleworking and startups, and decided to use literature in English only, regardless the location and the publication period. By doing so, we could compare the vision researchers have about startups, entrepreneurship and teleworking all around the world.

The next step consists of choosing keywords which are “words used by software to search databases or by search engines to search websites on the Internet for items containing those words.” (Collis & Hussey, 2014, p. 78) in order to be more efficient. Those we chose were startups, new venture, entrepreneurship, teleworking, and telecommuting. In

order to find relevant literature for our thesis, we will first be looking for literature that define the concept of teleworkers and why it is so popular among firms.

2.8. Ethical consideration

The collection of data is governed by ethical considerations which define the manner in which the research is conducted and how the results or findings are reported (Collis & Hussey, 2014, p. 30; Saunders, et al., 2009, p. 160). The term ethics refers to the appropriateness of the behavior in relation to the rights and the moral valued or principles that form the basis of a code of conduct of those who become the subject of the thesis, or are affected by it (Collis & Hussey, 2014, p. 30; Saunders, et al., 2009, pp. 183-184)). When it comes to research, research ethics define how we formulate and clarify our research topic and also how we collect, process and store our data in a moral and responsible way (Saunders, et al., 2009, p. 184). Bell and Bryman enumerated an exhaustive list of principles to follow like no harm to participant, avoid deception, and protect their privacy and dignity in a risk-free way (2007, p. 71). While conducting our research and collecting the data, we made sure that we respect the different principles enumerated below.

2.8.1. No harm to participants

Harm could have many sides and a lot of different meanings. For Bell & Bryman, harm avoidance is related to the fact that during the research process, we ensure physical and psychological wellbeing of the participants and all the people concerned with the research (2007, p. 71). Collis sees harm avoidance as the fact of protecting the life, health, privacy and dignity of participants during the study; they should not feel pressurized or coerced into participating (Collis & Hussey, 2014, p. 35; Saunders, et al., 2009, p. 188). Furthermore, we can also say that no inducement is offered, and the nature and timing of the approach to interview the participants (Saunders, et al., 2009, p. 189). In order to avoid that, we previously fixed the timing of the interview with the participants and we made sure that it was during office time.

2.8.2. Dignity

Dignity can be related to the concept of harm to participants specified above. As Bell and Bryman defined it, dignity can be summarized as the avoidance of causing discomfort or anxiety (2007, p.71), this means that we should not embarrass or ridicule participants (Collis & Hussey, 2014, p. 34). As the phenomenon under study can be complex, participants might see us as people with superior knowledge. While conducting our research, we interviewed entrepreneurs with solid background and experience in the field of startups. As a consequence, they are carrying more knowledge than us in this field and we doubt that they felt embarrassed when answering our questions.

2.8.3. Informed consent and no deception

Collis and al. revealed that we should not force people to answer our questionnaire while conducting the research (2014, p. 32) or to offer them financial or material rewards in order to convinced them to participate to the survey. The consequence is that this could biased the results. When it comes to deception, this term is defined as the deception of participants that could happen through lies and behavior that is misleading (Collis & Hussey, 2014, p. 32). The consequence can be that participants regretted to participate to

the research and we didn't want that. To make sure respondents were agreeing to participate to our survey and would not be disappointed in the end, we informed them beforehand about the necessary time for answering the questionnaire and the kind of information we will ask them in order to successfully conduct our research.

2.8.4. Anonymity and confidentiality

These two terms are defined as follow: anonymity is concerned with the need to protect the anonymity and the privacy of participants and/or to avoid the invasion of their privacy, while confidentiality is the requirement of ensuring confidentiality of research data that participants communicated to us (Collis & Hussey, 2014, p. 31). To comply with these two principles, we didn't write the name of the participants while analyzing the data so that the information they gave to us will not be traceable.

3. Theoretical Framework

In this chapter of our thesis, our goal is to examine the concepts and theories that will give us our framework to our study. We will look at the scholars that will provide us a set of views and insights concerning the positive impacts of teleworking on workers' well-being and performance. We will also gather insights of what entrepreneurship is and what are promoting it, then finally we will have a look at what gives a company the possibility to call itself a startup.

3.1. The concept & history of teleworking

Teleworking or “telecommuting” has been first introduced by Nilles where he describes this concept as a “network [of] computational and telecommunications components which enable employees of large organizations to work in offices close to (but generally not in) their homes, rather than commute long distances to a central office” (1975, p. 1143). Thus, the introduction of this concept here is seen only as a way to reduce commuting time for employees, thanks to the improvement of new technologies. From that perspective, the author sees telecommuting as a positive improvement of the professional environment. But the social consciousness did not really match with that view of improved work conditions. Between the 1970's and the 1980's, teleworking was not positively regarded and telecommuters were seen as people without any skills and low-paid workers (Qvortrup, 1998, p. 22). This period shows a conflict between the positive opportunities that the concept brings and the negative opinions of the society regarding an innovation. But through time, teleworking has evolved in its definition, as well as in people's consciousness.

The rise of virtual organizations has played a major role in the development of teleworking. Although virtual organizations tended to develop really slowly earlier, the late 1990s accelerated its expansion notably through a series of business model developments (Sparrow, 2000, p. 209). November 1999 has been historical as that is when e-commerce became a significant actor of virtual economic organization (Sparrow, 2000, p. 209), which inevitably brought teleworking to spread throughout the field of work (Sparrow, 2000, p. 210). Thus, we can see that through time that teleworking does not benefit from the same image than it used to. Because of the rise of the internet and more especially virtual organizations, this way of working is seen as necessary for those enterprises that have chosen to get into business on the web.

Whereas the definition of teleworking by Nilles could have been applied before, it needs now to be reevaluated because of all the evolutions that we encountered through time, notably technological improvements (Bui, et al., 1996, p. 346). As teleworking involves more different ways of working than before, there is a need to have a broad definition that has been given by Garrett et. Al: “telework occurs when workers' use of information and communication technologies (ICTs) enables them to substitute telework for work in the same location as their colleagues, employers, or customers” (2007, p. 27). We can see that there has been a great evolution in thirty years as telework was first seen only as a way to shorten commuting for employees, and now with this contribution of a broader definition, we understand that teleworking involves not only employees regarding the other members of the organization, but it also involves now teleworking regarding customers. Thus, this definition considers that companies may think of teleworking in a way that could benefit the clients, and not only the organization itself. Whereas the majority of people had negative thoughts about teleworking thirty years ago, it is

nowadays increasingly popular (Ng, 2010, p. 37), which makes future workers more attentive and attracted to that way of working.

3.1.1. Different types of teleworking

When talking about teleworking, there is a need to differentiate the kinds of workers they are. One of the most popular distinction assumes that there are four different categories that we can consider: (1) Home-based telecommuting, (2) Satellite office, (3) neighborhood work center and finally (4) mobile working (Kurland & Bailey, 1999, p. 54).

The first category of teleworking is home-based commuting. Teleworkers that adopt this strategy are employees who are working from their own homes. Although some of them work every day from home, it is rare to see it and the huge majority is working at home some days and elsewhere the other days. (Kurland & Bailey, 1999, p. 54) This type of teleworkers is believed to be the most widespread that has been implemented worldwide (Di Martino & Wirth, 1990, p. 530). The majority of them are assumed to be working in programming, design or data input (Bui, et al., 1996, p. 345).

The second category that Kurland and Bailey acknowledged is satellite office. Satellite offices are substitutes workplaces, that are much closer to employees' homes than the main office (Spinks & Wood, 1996, p. 338). They are usually built in order to reduce not only the time spent in commuting and its related costs, but to decrease also spending that are linked to maintenance and management (Spinks, 1991, p. 346). Satellite offices can be classified into two types: traditional satellite offices which location is based mainly on cost reduction and better customer service factors, and non-traditional which location is based on factors such as reduction of commuting time or recruiting local workers (Bui, et al., 1996, p. 345).

A third category that has been depicted is neighborhood work center, also called telecottage. Neighborhood work centers are mainly identical to satellite offices with the only difference that satellite offices are occupied by one organization whereas neighborhood works centers are occupied by employees from several different companies (Kurland & Bailey, 1999, p. 55). The building is thus usually run by a third party that provides management services such as coordination of the access for the shared resources (Bui, et al., 1996, p. 345).

Finally, the last group of teleworking is mobile working. Mobile workers are a minority of employees in the economy who have to make business travels in order to execute their work efficiently. These business trips are defined as “work-related travels to an irregular place of work”. (Aguilera, 2008, p. 1109) Mobile workers thus receive their work orders and deliver their results through the use of computers and communication technology, thus implying that there is a great importance to be continuously in close contact with the office (Bui, et al., 1996, p. 345); They are seen as employees who work from everywhere and almost always on the road (Kurland & Bailey, 1999, p. 55).

Although we have distinguished the four categories of teleworking, we need to say that in a relative amount of articles, scholars such as Feldman & Gainey (1997), Gajendran & Harrison (2007) or Ng (2010) are using the word “teleworking” to point usually only home-based workers. There are very few researches about the other types of teleworking, which is why our study is focusing on home-based workers, and we refer to them as ‘teleworkers’ just like many scholars from now on.

3.1.2. Social and professional benefits for teleworkers

Among all the readings about teleworking, a majority of scholars discuss about the advantages and drawbacks of it, from the organization's perspective as well as from the telecommuters' dimension. From the teleworker's perspective himself, there are plenty of advantages for them to work remotely, that can affect their overall productivity (Handy & Mokhtarian, 1996, p. 231) as well as their lifestyle (Morganson, et al., 2010, p. 580). Tahavori introduce this new way of working as "one of the best solutions for increasing useful work time, saving time" (Tahavori, 2015, p. 341), developing teleworkers productivity and performance as they might feel more motivated. The reason teleworkers feel more effective is because they don't have distractions or interruptions as they would have in traditional office (Caillier, 2012, p. 463). Although there are a bunch of advantages we could talk about here, there are main assets that have been highlighted through the articles such as the reduction of work pressure, a better work-life balance, a flexibility of the labor, and a better work environment at home.

One of the advantages of teleworking is that it can reduce the pressure that is coming from work (Morganson, et al., 2010, p. 580). Although it depends to the teleworker's mental, telework is said to have the potential to free the employees up from the tyranny that they could encounter every day when going and staying to the employer's premises (Sparrow, 2000, p. 211). It means that when the employee is away from the work atmosphere of a traditional office where he could be monitored by the employers, he is inclined to feel less stress because of the absence of being monitored and 'under surveillance' by its superiors. As mentioned by Pierce & Newstrom (1980, p. 125), the simple fact of getting to work on time frequently triggers stress because of every events such as disruptions in coordinating the family's departure for work and school, traffic jam or public transportation delays. Thus, teleworking reduces stress because it simply avoids commuting.

A major asset of teleworking is the flexibility. This concept is defined as "the degree to which the spatial and temporal boundaries are pliable" (Ashforth, et al., 2000, p. 471). Baines argues that teleworking is promoted by hardware and software providers and also by employers as a mechanism for achieving flexibility of labor (1999, p. 20). The flexibility of the schedule is especially helpful for the employees whose 'peak hours' are not inside the usual working hours' period (Ng, 2010, p. 144), meaning that they might be more productive than if they would simply work on office hours. Related to the previous paragraph, telework's flexibility also allows a greater involvement in recreational social or sport activities which can compensate for the negative consequences of stress (Konradt, et al., 2003, p. 63). It is however necessary to say that not all teleworkers have flexible schedules,

Another advantage of teleworking is that it helps them to have a better work-life balance. Indeed, teleworking has been used as a way to increase female involvement in the workforce which will give them the ability to balance work and family demands (Feldman & Gainey, 1997, p. 370). Thus, home-based teleworkers reported to have the highest levels of work-life balance and the greatest amount of work and family success (Morganson, et al., 2010, p. 580). Moreover, teleworking has been proved to be negatively correlated with work-family conflict (Gajendran & Harrison, 2007, p. 1532). These conflicts are usually related to the hours worked, but also commuted and the

inflexibility of the schedule (Greenhaus & Beutell, 1985, p. 78). Thus, teleworking is reducing these conflicts because it usually avoids or shortens commuting time, but also because it often gives the flexibility for employees to make their own schedule.

One last asset that we wanted to highlight is the comfortable work environment provided by teleworking (Kurland & Bailey, 1999, p. 57). Teleworkers rate the quality of the home environment higher than their usual traditional office thanks to a more silent environment, a better air quality and the control over the temperature (Montreuil & Lippel, 2003, p. 344). Office noise is indeed polluting their concentration when working in an open-plan office, lowering their ability to execute complex tasks (Ng, 2010, p. 142). Teleworkers manage to benefit from this comfortable home atmosphere as they usually have larger homes than traditional workers (Ng, 2010, p. 140). It is although preconized to use a closed office dedicated to work, separated from the rest of the home so that the worker can carry out his tasks in peace and also create a physical barrier between work and personal life (Montreuil & Lippel, 2003, p. 344),

Nonetheless, researches also proved that hiring teleworkers might also present some disadvantages of hiring teleworkers. For instance, Cooper underlined the fact that teleworkers often feel isolated (1996) from the rest of the organization as they are going to the workplace occasionally and don't speak to them as much as they would if they were working together. Plus, they can also miss some opportunities by not being aware of all the action made by their co-workers which can impede cooperation too. In order to face this issue, home-based workers have to be creative and flexible ways of communicating with their managers and co-workers. For Madsen, informal communication between teleworkers and traditional workers are necessary for having social support, which can help in gaining confidence when being remote, but also helping teleworkers finding ideas and information necessary for working effectively (2003, p. 11)

3.2. Entrepreneurship

3.2.1. Defining entrepreneurship and entrepreneurs

Through the last decades, various searchers conducted researches about the field of entrepreneurship by sharing their point of view and trying to define what entrepreneurs are. In this part, we regroup the different literatures that study the field of entrepreneurship. For Shane & Venkataraman, entrepreneurship is associated with the discovery, detection and exploitation of opportunities that exist on the market (2000, p. 217). Those opportunities, which are "awareness of need and possibilities for business actions" can be defined as new product or services that have not been introduced in the market yet (Johanson & Vahlne, 1977, p. 29). For example, Shane & Venkataraman explained that entrepreneurial discovery or opportunity can arise when the entrepreneur "make the conjecture of various resources that can be mixed up together to its best use" in order to generate wealth (2000, p. 222). It occurs when someone makes the conjecture that a set of resources is not put to its "best use" (i.e., the resources are priced "too low") (Shane & Venkataraman, 2000, p. 220). In fact, to be called an entrepreneur, the person has to find an opportunity that other people did not realize yet its existence. The opportunity as such may have different forms, but for most cases, it represents something new, as stated above, or it can also simply be a resource which can be switched into another in a most efficient way (Casson & Della Giusta, 2007, p. 223).

For Lazear, the field of entrepreneurship is also associated with the growth of the market and the economy when human capital and resources are put together in an efficient manner. In that sense, the author described entrepreneurs as people who possess the ability to combine their talents, others human's talents and technological capital with their ideas in a certain manner, so that they can build successful businesses. He even qualified entrepreneurs as "jack-of-all-trades" (Lazear, 2005, p. 649) which means that they disposed of a full range of capabilities allowing them of turning valuable opportunities into successful ventures. As a result, entrepreneurs tend to be more balanced individuals. To exist, entrepreneurship needs both the presence of valuable opportunities and an enterprising individual who will have the required competencies to successfully exploit it and turn it into a successful venture as the field of entrepreneurship is a "profit-seeking problem solving" (Harper, 2008, p. 613; Shane & Venkataraman, 2000, p. 218). As a consequence, the opportunity has to be valuable and to offer the entrepreneur the possibility to make money out of it to be called as such.

But it doesn't stop here. In addition to an opportunity, or an unexploited market need, another characteristic associated with the field of entrepreneurship is the presence of a significant uncertainty (Casson & Della Giusta, 2007, p. 223; Harper, 2008, p. 613; Khilstrom & Laffont, 1979, p. 179) which appears to be obvious. As a consequence, this induces that the entrepreneur is taking a non-negligible amount of risk as the market might not be ready yet and the target market might not be convinced yet of the effectiveness of the product or service. Casson & Della Giusta assumed that even if the field of entrepreneurship is associated as an uncertain activity, they demonstrated that entrepreneurs could have a different perception of the risk (Casson & Della Giusta, 2007, p. 223). In that sense, the entrepreneur is more prone to launch himself into the entrepreneurial journey than someone who is not an entrepreneur. Khilstrom & Laffont even go further by describing the entrepreneur as someone who prefers uncertainty. They managed to prove it by conducting a research in which the participants had the choice between receiving a fixed wage or a wage based on the profit which is riskier. It appears that normal non-entrepreneur people rather like to have a smaller but more secure and fixed wages whereas entrepreneurs chose to have a wage based on risk for which the amount can be higher, but more insecure. (1979, p. 179)

3.2.2. The process of opportunity identification

When it comes to study entrepreneurship, researchers have to consider that this field involves the study of all the different components of opportunities. Thus, it has been revealed by Shane & Venkataraman that entrepreneurship consists of an overall process which covers the process of discovering the opportunity, evaluating it in order to realize if it is worth it or not, and exploiting these opportunities. Furthermore, studying entrepreneurship also involves the analysis of the characteristics and behavior of the individual, e.g. the entrepreneur, who discover the opportunity, evaluate it and exploit it by answering a new need and making money out of it (Shane & Venkataraman, 2000, p. 218).

As detailed above, entrepreneurship is a field that is often linked with risk. Not all opportunities are worth the risk, and even if they do, not all entrepreneurs succeed in exploiting them. So why is the entrepreneur's perception of risk lower than non-entrepreneurs? In his research, Casson & Della Giusta demonstrate the importance of possessing information (Casson & Della Giusta, 2007, p. 223). Indeed, what makes

entrepreneurs get over the presence of risk is that they are in possession of information that others don't have. This information allows him to identify and exploit the opportunity regardless the risk (Casson, 2005, p. 330).

Confirming the previous theory explained above, we can add the research made by Shane & Venkataraman in which the authors argue that the entrepreneurs have to dispose of a certain awareness when it comes to identify and exploiting an opportunity (2000, p. 220). In addition to holding the information, the entrepreneur has to dispose of the cognitive properties in order to identify the opportunity and see how he can exploit it. In fact, entrepreneurs need to have a considerable awareness to be able to identify valuable opportunity. As stated by the two authors, there are several ways to discover opportunities due to the abundance of information available for the entrepreneurs (Shane & Venkataraman, 2000, p. 220). In the actual world, Shane & Venkataraman stated that "technological, political, social, regulatory and other types of change offer a continuous supply of new information about different ways to use resources to enhance wealth (2000, p. 221).

For Casson & Della Giusta, there are three main aspects of entrepreneurship that need to be considered (2007, p. 230). First of all, the process of opportunity seeking is one of the most important. As we have stated above, this first step in the mechanism of finding entrepreneurial opportunities is mainly about gathering information, finding a specific need in the market that can lead to a whole new market that is not exploited yet, and finally, if it can produce wealth considering the risks associated with it. In order to maximize its chances to find relevant information, Ardichvili, et al. (2003, p. 105) raised the importance of prior knowledge, experience in the field in which will leads the entrepreneur to the discovery of a new market, a new opportunity or even the answer to an unsolved customer's problem or need. Thus, personality trait like creativity and optimism and social network, are also elements to consider when it comes to finding new opportunities. Nonetheless, it has been proved through researches that information are among the most important resource a network can provide (Klyver, et al., 2008, p. 332). For Ardichvili, et al., entrepreneurial networks can be made of several types of people (2003, p. 115) such as entrepreneur's inner circle in which we will found people who the entrepreneur know for a long time and with whom he has already built strong relationships. On the other hand, the entrepreneur should also network with customer and supplier in a specific industry has they possess valuable knowledge regarding to it. By doing so, the entrepreneur will increase its chances to identify entrepreneurial opportunity, and, see if customers are ready to switch the product they use to buy the new one the entrepreneur will create (Casson & Della Giusta, 2007, p. 234). Then, the network can also include "action set", which regroup the people that the entrepreneur hired in order to exploit an opportunity. Finally, last but not least part of the network is the one of weak ties. For this last one, the entrepreneur has built it in order to collect general information regarding the market and exchange knowledge with these people so that he can identify new opportunities.

Coming back to the research of Casson & Della Giusta, the second aspect that is important to consider regarding the study of entrepreneurship is the acquisition of resources. This step consists essentially in "making contact with reliable people" (2007, p. 231). Here, the objective for the entrepreneur which consist of regrouping human capital and also to

gather the technological and financial means to successfully exploit its opportunity. This second step of entrepreneurship research leads to the third step which is to establish the organization to sell the product (Casson & Della Giusta, 2007, p. 232). At this point, the goal of the entrepreneur is to build a retail center close enough to the competitors where customers will usually buy its product. By doing so, its target market will notice the entrepreneurial opportunity and buy the product that answers to the need competitors don't fully answer with their traditional product. Casson & Della Giusta associated this step of the entrepreneurial journey with a customer club in which actions are required to boost the notoriety of the new product and raise the awareness among the existing database of potential customers. In order to do so, entrepreneurs may pay celebrities to join this club and advocate the brands among the market (2007, p.333). Thus, there are plenty of other actions that could be implemented by the entrepreneur once the organization is created.

3.2.3. The relationship between entrepreneurship and innovation

While conducting our research, we read numerous studies where entrepreneurship and opportunities were associated with a significant level of innovativeness. In this part, we will now explain why these two fields are related. For instance, Carland, et al. introduce the entrepreneurial venture as one that catches with at least one of the four principles described by Schumpeter which are the introduction of a new good, a new way of manufacturing a product, the introduction of a new market by answering a new need, or, the reorganization of the industry (1984, p. 357). Furthermore, the authors also described that entrepreneurial ventures fulfill the condition of both targeting profit and growth on one hand, and, on the other hand, adopting new innovative practices. Moreover, Carland, et al. suggest that entrepreneurs are characterized by "innovative behavior and will employ strategic management practices in the business" (1984, p. 358).

So why is innovation so an important feature when it comes to entrepreneurship? Boyer & Blazy proposed a simple definition of innovation "as the setting up of a new production function" (2014, p. 670). Nonetheless, this concept is much more complex and includes others' notion. For instance, innovation involves also the introduction of new economic activity, "innovation and imitative entries into the market by established firms", new technological innovation and so on (Wong, et al., 2005, p. 337). If innovation is so important to entrepreneurship, it is because the entrepreneurial venture can take over its competitor more easily and more rapidly, which in turn, can allow the company to take advantage of a situation of monopoly and gain market share from existing companies and comply with its primary objectives which are making profits (Boyer & Blazy, 2014, p. 670). As a consequence, this implies that "existing models linking innovation to growth have in fact addressed a specific aspect of entrepreneurship, that of innovative entry" (Wong, et al., 2005, p. 337).

Figure 1. The process of opportunity exploitation and identification



3.3. The concept of Startup

Scholars often use the concept of “start-up” for their research, but not many of them have tried to dig and understand what is really wrapped inside this notion. However, when they mention this concept in their articles, they all have an idea about some of the characteristics that it needs to have.

3.3.1. Three main characteristics of a start-up

There are three main characteristics that Luger & Koo have highlighted to understand what a startup is. According to them, a company must be at least new, active and independent to be considered as a start-up. (2005, p. 17). The authors define the concept of newness as “every newly created firm in a given time period except the ones created by changes in name, ownership, location, or legal status”. However, they insist on the fact that the concept of newness is not enough as it doesn’t refer to the action (Luger & Koo, 2005, p. 18).

For instance, the authors added the concept of activeness to define startups. However, the problem is that activeness is vague as it can relate to first trade or first full-time employee. As a matter of fact, they specified that the newly created firms also need to be active to be called a startup which means that the company need to start selling goods and services to customers (Luger & Koo, 2005, p. 18). Last but not least, it is important for a startup to be independent. By using this term, the two authors specified that to be considered as such, the new venture needs to be “independent from the mother firm legally, financially, and functionally”. Furthermore, the startup needs to focus on a different market niche than the one of the mother’s firm (Luger & Koo, 2005, p. 19).

All the above led us to a more detailed definition of what startups are. We considered that it is a company “which did not exist before during a given time period (new), which starts hiring at least one paid employee during the given time period (active), and which is neither a subsidiary nor a branch of an existing firm (independent)” (Luger & Koo, 2005, p. 19).

Other scholars are well aware in their works that start-ups are new and young ventures. For example, Davila et al. define start-ups as “recently formed companies” (2003, p. 690), or Barkema & Vermeulen describe them as “new ventures” (1998, p. 8).

To be called a start-up, the creation of a new venture must not only be based on official papers. There is certainly a need to be officially recognized as a company, but also for this venture to have a real activity and not be unproductive. (Luger & Koo, 2005, p. 18). Finally, this new venture has to be independent. This term of independence means that the new company must not be related to an existing company. For example, a branch or subsidiaries cannot be considered start-ups (Luger & Koo, 2005, p. 18).

3.3.2. The importance of innovativeness and the team for startup success

Innovativeness can be described as a mean that will foster firm-survival attributes like more power on the market, e.g. more market share, and cost efficiency in one hand. On the other hand, innovativeness can also help the development of firm’s capabilities like (Hyytinen, et al., 2015, p. 56). As stated above, we explain that the identification of

entrepreneurial opportunities is important for innovation and for the survival of the startup.

Thus, various studies focused on the importance of the team in opportunities discovery, innovativeness of the company, and the success of the startup. For instance, researchers discovered that team can be useful when it comes to recognize new entrepreneurial opportunities, and, the principal decisions that affect the company to persevere over time are more made by teams rather than individuals (West, 2007, p. 78). Nonetheless, it has been spotted that, with the good prior experience, the heterogeneity of a new venture teams will be linked with higher performance and growth of the startups (Eisenhardt & Schoonhoven, 1990, p. 524). In that sense, West raised the importance for entrepreneurs to bring people from the outside when building a team for a new venture. As a consequence, this will allow the entrepreneur to provide his team with broader resources and will bring new perspectives and ideas within the firm (West, 2007, p.84). With the presence of a team within the ventures, the entrepreneurs will be able to recognize and understand the nature of the opportunity, and, comply with what is the action that needs to be undertaken (West, 2007, p.77).

Even if entrepreneurs have to deal with technological, managerial or also legal issues at the beginning, teams can also help the entrepreneurs to lower his stress and to deal more easily with these issues (Letcher, 2001, p.264). As a consequence, lower stress can help the entrepreneur to focus on other important tasks like networking, identifying and exploiting entrepreneurial opportunities that will help his startup to grow and make profits. Moreover, research shows that entrepreneurial teams are more likely to outperform entrepreneurs who work alone (Lechler, 2001, p. 264). This can be explained as the industry necessitate more capabilities than just one individual is capable of mastering. Creating a heterogeneous team of entrepreneurs, with different personality characteristics, knowledge and skills, since the beginning of the venture, can help as they will combine their capabilities, work more effectively and manage the organization more successfully (Gartner, 1985, p. 703). Furthermore, creating a heterogeneous team will ensure the emergence of the startup. As detailed by Muñoz-Bullon & Sanchez-Bueno, mixing people and their different expertise will be more likely to ensure the success of the firm as resources are hardly in the possession of only on individual (2015, p. 98).

As other researchers have found that choosing the right people might be crucial for the success of the venture, West completed their thoughts by saying that choosing the people that will compose the team are not always a matter of expertise and experience. As a matter of fact, entrepreneurs should also consider hiring wealthy person within their teams (West, 2007, p.84). In summary, the formation of the team is an essential step in the process of creating a firm as they will, together, be more likely to set up a successful business and positively influence the discovery and exploitation of opportunities (Muñoz-Bullon & Sanchez-Bueno, 2015, p. 97).

3.4. Propositions and summary of theoretical framework

Table 1. Propositions

<i>Proposition 1</i>	The decrease of work pressure resulting from teleworking increases innovativeness, thus promoting entrepreneurship.
<i>Proposition 2</i>	A better work-life balance resulting from teleworking increases innovativeness, thus promoting entrepreneurship.
<i>Proposition 3</i>	The flexibility of labor resulting from teleworking increases innovativeness, thus promoting entrepreneurship.
<i>Proposition 4</i>	A better work environment resulting from teleworking increases innovativeness, thus promoting entrepreneurship.

Our four propositions assume that the advantages of teleworking that we have acquired as knowledge are positively linked to promoting entrepreneurship and being a start-up through the fact that it would increase innovation inside the organization. These propositions have been influenced by the fact that we have a positive opinion about teleworking giving more freedom than the traditional office, allowing them more creativity.

Moreover, with the gathering of our theoretical framework, we have stated that teleworking has four advantages: (1) it reduces the pressure from work, (2) it gives workers a better work-life balance, (3) Workers are more flexible, thus can manage their schedule as they wish and (4) they are working in a more comfortable work environment.

Entrepreneurship is a broad concept that were studied since the last centuries. As seen above, this field was mainly linked with the introduction of new product, services or new ways of manufacturing for example. For instance, entrepreneurship is linked with innovativeness. Thus, the entrepreneur will try to create a market by answering a new need with the introduction of his new product into an existing market with the objective of making profits out of it. Nonetheless, entrepreneurship is a risk-taking activity that is not meant to everyone. Through studies, entrepreneurs can show a preference regarding risk and uncertainty.

Entrepreneurship is the result of finding opportunities that answer a need of a specific niche market that has not been answered yet, by introducing a new product of service that, by definition, is an innovation. In order to identify a new need and create an entrepreneurial venture, it is necessary for the entrepreneur to have prior knowledge and reliable information regarding the market he wants to launch his product into. As a consequence, entrepreneurs prefer risk as they already have the information they need to successfully exploit an opportunity. As this information are important in the process of opportunity identification, it is important for the entrepreneur to own a network of reliable people that will share their knowledge with him, leading the entrepreneur to the discovery of the opportunity.

In summary, we have come up to the assumption that the core of what is called entrepreneurship is mainly made of innovativeness, which will later bring up an innovation. We also saw that one of the essential characteristics regarding the success of startups is innovativeness and thus brings us to the fact that startups need entrepreneurship to have that skill. Based on our theoretical framework, our propositions will study the relation of teleworkers with entrepreneurship and innovativeness. Our work focuses on startups because these ventures need innovativeness and thus entrepreneurship to become successful. Traditional ventures might on the contrary not need to have this skill. Startups are all conducted or have entrepreneurs in their teams because they are driven by making innovation but also expansion, that is why our question research talks about entrepreneurship, and not only innovativeness.

4. Practical Method

In this fourth part of our study, we will discuss about the process of our qualitative method. First, we will explain how data were collected and how the sample has been made and composed. Then, we will detail how the interviews have been made and conducted. Finally, we will discuss about how we made the answers exploitable to be further analyzed in our process.

4.1. Qualitative Data Collection method

When talking about collecting data, there are two different sources of them: primary data and secondary data (Bickman & Rog, 2009, p. 19). Primary data are research data that have been created from an original source (Collis & Hussey, 2014, p. 59). These data can be collected through making observations (Saunders, et al., 2009, p. 288), interviews (Saunders, et al., 2009, p. 318), or questionnaires (Saunders, et al., 2009, p. 360) for example. Opposite to it, secondary data are research data that have been collected from an already existing source (Collis & Hussey, 2014, p. 59). You can find these types of data on sources like publications, databases or internal records for example (Collis & Hussey, 2014, p. 59). Collecting secondary data have its advantages such as usually involving fewer resource requirements (in terms of money and time), which allows to analyze larger sets of data and gives more time to examine and interpret the data as they have already been collected (Saunders, et al., 2009, p. 268). When looking at the research gap that we found and filling in our theoretical framework, it was clear for us that it would be difficult to answer to our research question with only the collection of secondary data. Because of it, we have decided that it would be more consistent for us to collect primary data.

In order to collect our primary data, we will conduct interviews. Interviews are explained as verbal exchanges in which one person, the interviewer, tries to obtain information from and gain understand of another person, the interviewee (Gray, 2014, p. 382). When talking about it, the most common typology distinguishes three different types: structured interviews, semi-structured interviews, and unstructured (or in-depth) interviews (Saunders, et al., 2009, p. 320).

Structured interview collects quantifiable data and uses “questionnaires based on a predetermined and ‘standardized’ or identical set of questions” (Saunders, et al., 2009, p. 320), meaning that the questions have to be asked exactly in the same order with all respondents. Moreover, the questions need to be written exactly as written and in the same tone of voice so that there is no bias (Saunders, et al., 2009, p. 320). In the semi-structured interview, the researcher prepares a few questions to encourage the respondent to talk about the main topics of interest and to develop other questions during the course of interview (Collis & Hussey, 2014, p. 133). The order of questions may vary depending on how the interview is going on, and some questions may even be omitted given a specific context but also be added to explore the research question (Saunders, et al., 2009, p. 320). Finally, the unstructured interview is when none of the questions have been predetermined but they are evolving during the course of the interview (Saunders, et al., 2009, p. 133), although you need to have a clear idea about the aspects that you want to

explore (Saunders, et al., 2009, p. 321). These interviews are also called ‘in-depth interviews because they are used to explore in depth a general area in which you are interested (Saunders, et al., 2009, p. 321).

To conduct our interview, we have chosen to do a semi-structured guide. Indeed, we are not looking for quantifiable data, thus eliminating the structured interview and we thought that an in-depth interview would give us too many information in which some of them will be pertinent but a majority could not fit our research question. The semi-structured guide will allow us to have a clear line to follow up, but still gives us the freedom to add questions if we suddenly feel that we need to know more about an answer, which might happen if the respondent is not expressive enough. On the contrary, if the respondent is greatly expressive, he might answer some questions that were in our predetermined questions while talking deeply and thus allow us to skip them.

4.2. Qualitative Sampling techniques and access

There are two different categories of sampling techniques used in studies: the probability or representative sampling, and the non-probability or judgmental sampling (Saunders, et al., 2009, p. 213). Probability sampling means that each case inside the studied population has the same chances of being a part of the study which allows to make statistical estimations on the population, whereas non-probability sampling means that their chances cannot be known which does not allow statistical estimations (Saunders, et al., 2009, p. 213). Under an interpretivist approach, there is no aim of statistically analyze the research data in a view to generalize it from the sample to the population (Collis & Hussey, 2014, p. 131). As our study indeed adopts an interpretivist view, we therefore need to apply a non-probability sampling technique.

According to Collis and Hussey (2014, p. 132), there are three different ways of selecting a non-random sample: (1) Snowball sampling (also called networking), (2) Judgmental or purposive sampling, and (3) natural or convenience sampling. A snowball sampling which technique is to make contact with one or two cases in the desired population and ask them to introduce other cases, is used when identifying members of the targeted population is difficult, but it might take some time to make the initial contact (Saunders, et al., 2009, p. 240). On the opposite, the convenience sampling which consists of selecting randomly cases that are the easiest to get for the sample, might be faster but it might be more affected to bias and influences that researchers do not have a hold on (Saunders, et al., 2009, p. 241). Finally, the judgmental sampling is similar to the snowball sampling as the cases are selected by the researchers regarding their experience on the phenomena studied but the sample is selected prior to the survey and once it begins, there is no other cases that can join the study (Collis & Hussey, 2014, p. 132).

The sample that we needed from our desired population was actually hard to gather as an employee does not usually explicitly claims that he is actually a teleworker and not a traditional one. What they usually talk about is what is their job and position, and for which organization they work. The fact that they are teleworkers is not usually what they first say. For example, on social networks, we will rarely find a profile stating that the person is a teleworker employed by a company, we will just be aware that the person is an employee of the organization. Because of this difficulty, we chose to use the technique of snowball sampling, which we thought would be the less time-consuming technique to

gather a sample that would be significant and representative enough for our study. In the end, we have composed a sample of ten members where five of them were teleworkers and five of them were CEO/ managers working with teleworkers. We felt it was important to represent both actors of the phenomena so that we could have the two perceptions about the main actors of teleworking who might not have the same point of view and opinion about it.

One of the main points that determines the ability of gathering primary or secondary data depends on the gaining access to appropriate sources (Saunders, et al., 2009, p. 169). That is why it is necessary to think about how to gain access to the needed data and how to explain why you need them (Saunders, et al., 2009, p. 168). The first step of gaining access is to make use of any contact that we have (Collis & Hussey, 2014, p. 28). We have thus followed this advice by taking a look at our professional network. As teleworkers, we have asked some other teleworkers from our network and employers that work with them to take part of the study. While discussing, we also asked them to introduce us to some other cases that would have some experience in the studied phenomena. In addition to that, we have posted an announce on the professional social network (LinkedIn). We have also contacted our friends and family to ask them if they knew about some potential members for our study, or if they were themselves part of this population. We have reached these friends and family through private messages, but we also left an announce on social networks to find some other cases that would fit.

4.3. Interview Guide

Interview guides are used when a research requires to obtain from multiple different people the same information items (Bickman & Rog, 2009, p. 25). They outline the key issues and subtopics that will be explored by the interviewees and help to ensure the right level of consistency in the data collection while still allowing flexibility to ask about details that are specific to each respondent (Ritchie, et al., 2014, p. 149).

We have thus prepared an interview guide with questions that are revolving into four main themes that we wanted to discuss about. The first one is 'background questions' where questions were about their status inside their startups. Moving on from the first category, we approached the 'teleworking' subtopic where we would mainly ask them what they think about teleworking and also their experiences with it. Then, for the third theme, we talked about 'innovativeness and start-up'. This section aims to understand their perception of innovation in a start-up and what importance they give to it. Finally, the last subtopic that we talked about is 'entrepreneurship and innovation'. This subtopic is where we would ask them the importance of innovativeness for an entrepreneur and mainly the broad concept of entrepreneurship. We have also decided to make two different interview guides according to the respondent's status, meaning if they were a teleworker or an employer/manager working with a teleworker. The questions do not really differ between the two interview guides, but they are addressed and turned in another sentence according to whom the questions are asked to.

4.4. Conducting the Interview

Under an interpretivist paradigm, there are three different means to conduct our interview: face-to-face, telephone and online (Collis & Hussey, 2014, p. 134). For our interviews,

we have chosen to make interviews exclusively online, because of the constraints that we are encountering. The first constraint is that as students in Sweden doing a research on French startups, it was not possible for us to do face-to-face interviews because of the distance between us and our respondents living in France. The second constraint we had was the lack of money. Thus, once again it would have not been possible for us to travel to meet every respondent in France because of the high costs associated to it. Here, the telephone interviews have also been removed from our options because inter-Europe calls would have involved high costs for us. Therefore, we chose to make our interviews online, mainly through Skype with the video turned on if the respondent was willing to, and one was made through a WhatsApp call.

First of all, we have not divided the number of interviews between us two, but rather we conducted all the interviews together. We followed the advice from Saunders et al. to use two interviewers so that one interviewer can fully concentrate on managing the process while the other interviewer ensures that the data is recorded and if needed, can take some notes immediately (2009, p. 345) so that the idea is not lost.

To begin the interview, we have first explained the topic on which our research is focused on, the question that we want to answer through our interviews and the purpose of our study. Then we would explain them the ethics that we have considered (explained in [chapter 2](#)) to prepare and conduct the interview. We have more especially highlighted that all interviewers' names and what could recognize them will not be mentioned, in the interest of anonymity so that they feel free to talk. Thus, we refer to them with numbers. You can see how interviews have been conducted in the table below.

Table 2. Interviewees

Interviewees number	Status	Type of Communication	Time
Respondent 1	Teleworker	WhatsApp Interview	50 minutes and 9 seconds
Respondent 2	Teleworker	Skype Interview	31 minutes and 19 seconds
Respondent 3	Employer/CEO	Skype Interview	40 minutes and 58 seconds
Respondent 4	Teleworker	Skype Interview	34 minutes and 20 seconds
Respondent 5	Teleworker	Skype Interview	47 minutes and 22 seconds
Respondent 6	Employer	Skype Interview	33 minutes and 18 seconds
Respondent 7	Teleworker	Skype Interview	39 minutes and 46 seconds
Respondent 8	Employer	Skype Interview	31 minutes and 50 seconds
Respondent 9	Employer	Skype Interview	38 minutes and 16 seconds
Respondent 10	Employer	Skype Interview	30 minutes and 12 seconds

Data saturation is when the additional data that we are collecting provide no or few new insights about the studied phenomena (Saunders, et al., 2009, p. 235). For our study, we have taken into account this concept of data saturation and thus, we have kept conducting interviews until we had no further or few new theoretical insights. Applying this strategy, we have concluded that after interviewing 10 different members with the same questions, there were no more or too little new insights that could be revealed with more interviewees.

4.5. Transcribing

When it comes to non-standardized (qualitative study) interviews, these are usually recorded on audio and then subsequently transcribed, meaning to reproduce as a written account using the actual words (Saunders, et al., 2009, p. 485). While typing up and transcribe ourselves might be extremely time-consuming and laborious, it gives the advantage of developing a familiarization with the data at an early stage (Gray, 2014, p. 604). This task is presumed to be laborious as one needs to transcribe exactly what the respondent says including trying to give an indication not only about the tone in which the answers have been said but also about their non-verbal communication (Saunders, et al., 2009, p. 485). Because it is time-consuming, Saunders, et al. propose four alternatives to reduce the time needed: (1) pay a touch typist to transcribe your audio-recordings, (2) borrow a transcription machine with a foot-operated start-play-stop play mechanism, (3) “dictate” the audio-recordings to the computer using a voice recognition software and (4), transcribe only the sections of each audio-recording that are pertinent to the research (Saunders, et al., 2009, p. 486).

While doing the interviews, we noticed the short-time that we actually had to do the research and thus, we were afraid that transcribing all our interviews in the “traditional” way would have left us with a tight period to analyze the data. But we also did not want to lose any part of all those interviews because we were afraid that by selecting the sections that we found pertinent, we could have missed some things that could have actually been interesting. Thus, we looked at the alternatives that were proposed and decided that the best option was to transcribe only the sections of each audio-recording that are pertinent to the research. In order to be sure that we did not miss anything important, we carefully listened to the recordings first and then transcribe them on the second listening.

Also, our interviews were in French, thus we have transcribed everything in French. Because of that constraint, we have also chosen to first do the analysis and have the draft of what will be written and how it will be organized in French and only then we would translate the data in English. We believe that by doing so, we stay more faithful to the reality of the respondent than if we would have translated the whole transcripts where our way of translating it may have given another layer of interpretation from our part.

4.6. Qualitative Analysis

When looking at how we are going to analyze the qualitative data that we have collected, there is not a real and objective way of doing it (Gray, 2014, p. 603). However, the way it is going to be done depends on the research approach used, meaning either a deductive or an inductive approach (Saunders, et al., 2009, p. 489). In our situation, we have said in

the scientific method ([chapter 2](#)) that throughout the study, we used a deductive approach. Although there is no standardized procedure of analyzing qualitative data, there are still three main levels of processing data that is generally followed in a qualitative analysis process: the first step is to summarize the meanings, then categorizing them and finally, structure the meanings in a narrative way (Saunders, et al., 2009, p. 490). To analyze the collected data, we have thus decided to take inspirations from these steps mentioned, for our study as we are making a qualitative study.

Thus, to follow the main steps of the general process for qualitative studies, we have begun with the first stage of it; summarizing the meanings. The aim of this process is to have a summary of the key points that we will find while doing this task (Saunders, et al., 2009, p. 491). We have thus produced summaries of each interviews and kept only the important data that seemed relevant for our study before transcribing it. The second step of the process is categorizing data, which involves creating categories and link each piece of data with the relevant category created. Regarding the research approach, the process in this step will vary: in deductive procedures, the categories are predetermined and are derived from the theoretical propositions; in inductive procedures, there are no predetermined categories to be used as a guide in the analysis at the beginning (Saunders, et al., 2009, p. 491). In our case, we have created these categories derived from our theoretical framework and used them to classify every piece of data. According to Saunders, et al., there are also two main activities inside the categorizing step: “unitizing” data and recognize relationships and develop categories (2009, p. 493). To make units of data, we have turned our data into individual cards with key information and put in pile the ones that belonged to the same category. Then, to recognize relationships, we have actually made matrixes for each theme, which we thought would be the best way to make relationships and to make a clearer analysis of our study ([appendix 3](#), [4](#), [5](#), [6](#)). Relying on these diagrams where we connected each information like a network, we have come up with an interpretation of our data. We have then written our analytical findings, exposed our results and come up with some conclusions.

5. Qualitative Empirical Findings

In this chapter, we will present our empirical findings. We will first present our interviewees which corresponds in our interview guide to 'general questions'. Then we have divided the answers into three themes. We will first talk about teleworking, then we will move on to innovation and entrepreneurship, then we will move on to innovation and start-up.

5.1. Interviewees profiles

Because qualitative data need to be understood within a context, we have to collect background information about the members of the sample (Collis & Hussey, 2014, p. 130). This description of the interviewees profiles corresponds in our interviews guideline to our first theme; 'general questions'. Considering the data saturation, we have asked to five teleworkers and five employers/managers to participate to our study.

Our five teleworkers where actually working for not that long as a teleworker. In the context where they all work for startups, it makes sense that they could not have worked for them for a long time. Some of them have returned to a traditional way of working by now, but some others are still teleworkers. Our main criteria for selection was that they worked for a French startup as a teleworker.

The first participant (R1) has worked for a year and a half as a teleworker. He was the head of the business development part for a startup created in 2015. This startup is specialized in digital strategy consulting. The main missions of the participant (R1) was to develop the commercial activities of the organization in France, study the market potential, manage web marketing related projects. Respondent (R1) was mainly a home-based teleworker but he also had business travels also. The second interviewee (R2) is a lead developer. His main mission is to develop and make maintenance of the software for a startup that is specialized in connected cars created in 2015. (R2) has become a home-based teleworker for four months now. The third teleworker (R4) is a home-based teleworker for around three months now. Although he is a home-based worker, he often needs to do business trips to meet some clients. (R4) is in charge of the commercial development of a startup that helps students to find and offer internships abroad. Our fifth respondent (R5) is a teleworker that is home-based for more than one year now. Like the previous worker (R4), he often needs to make short business trips to meet his clients. He is working for a startup that is a marketing service provider for organizations that want to increase their visibility on the internet. He is a business developer and he is in charge of developing their startup in the south of France. Finally, our last teleworker (R7) is the least experienced one in this field as she has only been working remotely for two months. She is a home-based teleworker that is working part-time but always from home. She is a front-end developer, and her main mission is to take care and develop the website of a startup that is offering a live-chat solution for organizations.

The following five employers/managers are all men who are experienced in hiring teleworkers. They are all men who have created their start-up in the last 3 years, thus they are very young companies. Our main criteria in this section was to find people that are working with teleworkers inside a French startup. We found almost only CEOs of

startups. As they have small structures, they usually have no, or a small number of employees. Thus, there is less intermediaries between the CEO and the teleworker.

Our first employer (R3) is the Chief Executive Officer (CEO) of a startup that provide services in the area of customer services on internet. He has created his startup in 2014 and has worked with teleworkers since the beginning. He employs home-based teleworkers either on full-time or part-time at home. Our second answerer (R6) is a manager co-head of a startup that is specialized in the field of the connected car. He is working with several teleworkers that are mainly home-based and work on full-time at home. His startup has been created and registered in June 2015. Our third respondent (R8) is actually the CEO of the company where (R6) works. He is the one that has chosen to employ teleworkers inside this startup and has carefully selected them. The fourth participant (R9) is the CEO of a startup that has been created in January 2014. He has specialized his startup into the virtual consumer relationship in the field of e-commerce. He employs currently home-based teleworkers that are mainly working on full-time at home. Finally, the last one, (R10) is a CEO of a French startup specialized in providing marketing services. The startup has been created in May 2015 and currently employs home-based teleworkers that are working on a full-time basis at home but they are usually making business travels.

To keep this clear, we have come with two tables that summarizes their profiles:

Table 3. Teleworkers Profiles

Respondent Code	Teleworking time	Position	Start-up field	Teleworking type
R1	1 year and a half	Head of Business Development	Digital strategy Consulting	Home-based /mobile
R2	Four months	Lead Developer	Connected cars	Home-based
R4	Three months	Commercial Development	Placement	Home-based /mobile
R5	>One year	Business Developer	Web visibility	Home-based /mobile
R7	Two Months	Front-end developer	E-customer services	Home-based

Table 4. Employers/Managers Profiles

Respondent Code	Position	Start-up field	Date of Creation
R3	CEO	E-customer services	04/2014
R6	CEO	Connected cars	04/2015
R8	Head of Business Development	Connected cars	04/2015
R9	CEO	E-customer services	01/2014
R10	CEO	Marketing Services	05/2015

5.2. Teleworking

When asked about this concept, all respondents agreed on the fact that teleworking consists of working outside of the company's offices, working remotely. If we go further, teleworking also entails working with technology and more especially telecommunication. This has been highlighted by (R1) and (R5) who said *'teleworking is about being available as a traditional worker, but with non-physical means like the instant chat, telephone or video-conference'*. Two other teleworkers have claimed *'teleworking is working with more freedom'*. One characteristic that employers/managers have highlighted in teleworking is that it does not work without confidence in these professional relationships. (R3) has well explained that by saying *'teleworking allows the creation of confidence in the relationship. Teleworking cannot exist without this confidence and it is complicated to give my trust if I have not been able to communicate physically with the individual. Teleworking can be done only after there has been a period of work inside the organization's offices'*.

5.2.1. Autonomy

7 answerers have agreed that autonomy is a main characteristic that teleworkers need to fulfill to be a successful teleworker. Depending on the position they have, teleworkers need to have more or less autonomy. (R3) argues by saying *'You need to know how to select a teleworker to work with, and it depends on the autonomy of the individual. You can have some people you trust but if they are not autonomous it can't work. They need to be able to work alone'*. For teleworkers, although it is a characteristic that they need to have, they also see the autonomy that they are given as an advantage. (R7) and (R5) relate autonomy to being less monitored by the superiors which allow them to get more focused and they feel less stressful. (R2) explains it by saying *'when you are at the office, you can have a manager that comes check on you every hour to know how far you've gone and it makes you lose time, stressed, and you lose your thread'*. (R1) explains that behavior of less monitoring by saying *'Teleworking is a relationship based on trust and employers need results, thus there is no need to give explanations to them'*.

What teleworkers like about teleworking is that they have flexibility. (R7) seemed especially enthusiastic about flexible time management as she said *'I like being able to*

work at any time. I usually like to work late, that is where I think I am more productive'. For that aspect, (R1) explained this advantage by saying *'I can take a break on the afternoon and get back to work in the evening. I am adapting my work days'*. Another way of flexibility is that they can choose from where they want to work, thus they have more mobility compared to a traditional worker that is stuck at the office. Among our teleworkers, two interviewees (R1) and (R5) are actually choosing to spend time and work from an incubator. (R1) brings that it is helpful for him as he says *'I spend time to help the others in an incubator. It allows me to take a breath of fresh air an exchange with other companies that had the self-contractor or freelance status'*. (R4) adds that working outside is pleasant because it also allows them to work with different people and organizations, on a different atmosphere. But they have mobility also for their personal life. If they need to do something that belongs to personal life during usual working hours, they actually can do it. (R7) for example says *'If I want to go somewhere during the day like looking for groceries, going to the gym, shopping or go to the post office, I take some time to do it. I am kind of free and not stuck at home like usual workers would get stuck at the office'*. Four out of five teleworkers have thus talked about the fact that their time has been optimized. They feel like they have more leisure time. As a consequence of it, (R1) and (R5) are doing more activities outside of work. (R5) notably says *'My personal life has changed because I have a better management of my time. I have the possibility to do more personal activities and gain more leisure time on week-ends'*. Optimizing this time has allowed them to balance better between work and personal life, as (R4) and (R5) say.

5.2.2. Office Pollution

Among the respondents, three of them have explicitly said that teleworking has given these workers a feeling of a better work environment. (R1), (R5) and (R7) claim that they have won tranquility and serenity by working at home. (R5) develops this statement by saying *'I am no more polluted by the environment of the open space office. There are less people coming to ask questions thus I am less disturbed by these interruptions and overall by the noise and crowd in the office, which makes me more productive'*. (R1) thinks that home is a better work environment and made of him a teleworker that is more productive. He argues *'Through teleworking, I have a calm and serene atmosphere. This environment is what has allowed me to gain in productivity'*. It is also an advantage that employers agreed on.

Another advantage contributing to this better work environment is that they have less interruptions. (R7) says *'I cannot be interrupted by colleagues unless I am willing to talk to them. I am working with lines of codes thus it is pretty easy to lose the thread of where I was in them. I am now more focused and I do not lose my time anymore'*. Being in a situation where there is less people coming to you makes you more focused on your work and you have less moments where you need some time get focused back on your task. Finally, (R3) notably says *'teleworkers have a capacity to work alone, and thus they are way more productive when working remotely, more than traditional workers. Their productivity is also because they have an obligation of results. They have to prove that teleworking works and that they are as effective, if not more, as traditional employees'*.

5.2.3. Trust

Another main subtheme where we have converged to, is trust. Four of our answerers have said that teleworking is also about a relationship between the employee and the superior where there is a lot of confidence. (R9) talks about this criterion by saying *'I inevitably do trust my teleworkers because I can't be guaranteed that they are behind their computer'*. It means that they have giving them autonomy by not monitoring them, which is kind of a proof of confidence.

An outcome of giving trust to teleworkers is highlighted by (R2) when he says *'The fact that they feel like their employer trust them and give them more freedom is making the teleworker feel more motivated to contribute to the organization and work for it'*. He, (R5) and (R9) have the same feeling that motivation makes them work.

In addition, (R7) says *'I'm really enjoying my job so I like to work on it. I might stay longer than the working hours I am supposed to do'*. It shows that trust not only gives a boost to motivation, but also makes the teleworkers feel more involved in their tasks. (R9) is the only superior who talked about that fact that has not been observed by the other ones. He states *'the fact that I am being confident about them makes them more involved in the project, because I expect that they are involved and my confidence in them naturally drives towards it'*.

Besides having gained in terms of productivity, (R7) and (R4) feel like they have also gained in efficiency as (R7) states *'I feel like I can execute more task in one day as a teleworker than if I was traditional worker'*. Employer (R3) corrects these statements by saying *'You can work as fast, if not faster, as when you are not in the traditional office'*. He means that it depends on the people and their abilities. Teleworking does not have the same effects on everyone.

5.2.4. Commuting

When it comes to teleworking, commuting less or not anymore is one advantage that they all have observed and that is objective. No commuting means that they have no more travels from between their workplace and their home to do. Their home, or at least part of their home has become their office. All employers have chosen home-based teleworkers. As start-ups, they have not enough resources to create or pay for another office, which only leaves them with home-based teleworkers.

One outcome that a majority of respondents (R1, R3, R5, R6, R8, R9, R10) have concluded from the absence of commutation is that it has cut costs for the organization. All employees have seen their cost structures decreasing. For example, (R10) says *'teleworking has allowed me to keep a small structure in size and reduce the costs associated. It is especially helpful as Paris is practicing outrageous prices'*. Although they have reduced their costs thanks to less office space, there is also the costs of employees that have been decreased. (R6) introduces that characteristic by saying *'people who work abroad or outside of big towns ask for a lower salary for the same number of working hours'*. It thus means that teleworkers are less demanding regarding their remuneration and employers who are based on big towns are attracted by lower wages but then don't have any choice than employing teleworkers because these workers cannot commute for hours every day just to go to the office. From the point of view of the

employees however, only one (R2) has found interesting to talk about its reductions of costs. That teleworker said *'because I am a teleworker, I don't need to go to the restaurant when asked by co-workers or go buy a sandwich for lunch every day. I go buy my groceries and eat at home with the groceries I bought'*. Indeed, cooking instead of going to the restaurant or buy a sandwich is way less expensive. Moreover, colleagues can influence an employee on going out with them, which can lead the person into spending more than this worker would have alone.

The fact that there is no commuting allows employers to hire workers that have skills and abilities that they could not find near them according to (R3), (R6), and (R9). (R6) states *'teleworkers are a useful component to access to a competence that the organization needs, it allows to access to a person that is not available on the physical dimension and for lower costs'*. (R5) and (R10) also find the advantage of having workers closer to some clients. He says *'having teleworkers in other big town allows me to enlarge my prospects. As I need a certain proximity with the client, the teleworker allows me to find new customers'*. (R5) adds that this proximity with the client allows a better understanding of their needs.

Another outcome of the absence of commuting that has actually been highlighted by (R1) and (R5) is that there is no more fear of being late at work. (R5) actually says *'I don't need to take public transportation anymore in the morning, which means that I won't be late, I won't be stressed and thus I will be more productive'*. What (R5) is saying is that the fear of being late can stress a worker out when something unusual happens during it. Teleworkers work from home and thus they know that there is no one that will notice it in the morning as they manage their schedule themselves. (R1) explicitly says that *'the phase of commuting is a phase of stress'*. Suppressing commuting thus allows workers to feel a lot more less anxious and stressed, and thus in productivity.

One last outcome that employees (R2), (R5), (R1) and (R7) have briefly talked about when they have less commuting to do is that they are losing less time. As (R7) states *'I have more time to work as I transform my supposed commuting time into supplementary working hours that I am freely willing to do, or as leisure time'*. Thus, teleworkers transform what used to be their commuting time into something that is more useful or makes them feel better. (R5) explicitly says *'commuting time is wasted time because you cannot work and you don't really enjoy it'*. For him the fact that commuting is no more needed means that he does not lose time to do nothing for him or for the company. It is just a transitional time not needed. That is why he says *'I can wake up and if I want, immediately go to work on my computer'*.

5.3. Innovation

When ask about what is innovation, there were very actually very similar answers with slight differences, but they were all complementary. For example, (R3), (R5), (R8) and (R10) all said that it is about bringing a solution to a need that has for now been unsatisfied. (R2) divides innovation into two categories that he calls technological innovation and business innovation. He says *'technological innovation is about creating a new technological product like recently the connected watch. Business innovation is about set up a business that has never been done on the sector in which we operate. For*

example, Xavier Niel with Free and his mobile phone plans¹. His point is that innovation does not only involve the product, but it can also be a new market or a new segment. (R7) and (R9) see innovation as bringing something new or an improvement of something that already exists. (R7) also adds *'Bringing something new does not necessarily mean to invent it, but as long as it did not exist where a company wants to offer it, it's innovative. For example, if something is already existing in the US but no one has done it in France, the fact that someone begins to do it here is innovative, because for the French people, it will be new'*. Thus, she explains that newness does not always comes from something new for the entire world, it can also be new for only one geographical area.

To determine what are the characteristics of an innovation, there have been a lot of different answers that we think were interesting. First of all, (R4) thinks that an innovation helps framing creativity and guiding it. He says *'for me, innovation is a process that will help framing creativity'*. For (R5) and (R6) innovation implies that it is useful for the targeted prospects. (R5) says that *'an innovation especially needs to be useful for the public that is targeted'*. For (R4) and (R6) innovation inevitably involves a change. (R4) thus says *'innovation is a change that we need to know how to manage and accompany it'*. (R1) claims that innovation is brought by the exchanges made between colleagues. He says *'the collective intelligence is significant to bring innovativeness because it is the others that will make you think more widely'*. One last characteristic of innovation is brought by (R5) who claims that *'without innovation, there are more chances to fail for a new venture'*.

To be able to bring innovation to its company, respondents have brought many different criteria. But first, (R3) and (R9) agree on the fact that the contribution brought by an individual depends on the mission that they are asked to do. (R9) explains it by saying *'For some teleworkers, I only ask them to treat the customers' demands and help them. There is no innovation involved in their task. On the contrary, a business developer or a marketing executive must constantly monitor the market on which we are. Thus, it is usual that they come to give me information and they contribute to innovation like this'*. The contribution to innovation also depends on the person's abilities according to (R2), (R4) and (R5). Thus, being innovative involves that a person responds to some criteria. For (R4), (R7) and (R8) there is a need for the individual worker to have creativity. (R7) argues that *'innovation is linked to creativity. But lots of organizations are sort of hindering it with their rules and protocols'*. (R8) thinks of innovation more like a piece of art and thus the innovator is an artist that needs creativity to produce. Another characteristic that has been brought by (R4) is that to be able to contribute to innovation, a worker needs to be organized. (R7) also thinks that to be able to contribute to innovation, a worker needs to be curious to discover opportunities that might bring to innovativeness. She states *'With opportunities, it depends of the curiosity of the teleworker I would say. Some of them like to discover and learn new things thus bringing them to discover*

¹ Xavier Niel has proposed mobile phone plans with no commitment between 15-20 euros where calls, data roaming and text message were unlimited in January 2012. Before that subscribing to a mobile phone plan involved at least to stay with the same provider for one year and prices were around 80 euros. With that unlimited mobile phone plan, Niel proposed another one with less services but cost 2 euros and is free in some easily accessible conditions.

innovation ideas, but others would rather stay on their comfort zone and stick to what they already know, which could hinder finding opportunities’.

Although the individual needs to respond to some characteristics, organizations also play a role in their contribution to innovation and to help workers contributing to innovativeness, respondents have given them recommendations. The first thing that an organization needs to do is to provide workers with a proper environment according to (R7) and (R5). (R5) notably says *‘I think they need to have their environment in accordance with what they want. Like if they need quiet places to be innovative they should go there’*. Thus, they need an environment that helps them being more innovative. They need to be given the choice of from where they want to work according to (R1) and (R5). To fulfill this task, (R7) introduced that companies should lower their rules: *‘I think that to promote innovation, you need to lower the rules to a minimum level but that is enough to keep an organization in peace and working’*. For her, it is about giving them autonomy and trusting them into making innovative things. With their rules, companies restrain their creativity and thus their innovativeness. (R5) and (R7) think that there is also a need to give employees flexibility with their schedules. (R5) explains it by saying *‘We need to give workers the choice of their working hours because some of them might be more creative outside of the usual office hours’*. Thus, by giving them the ability to manage their schedule, employers will have a better quality of results when the worker was inspired than if there were imposed working hours. For (R1), lowering rules concerns especially the way employees are dressed. He says *‘There should not be any restriction on the dress code. Without a dress code, a worker would be more creative. You are who you are and that is how you gain productivity. It’s not because you wear a suit that you are the best’*. What he means in this passage is that some people might not feel comfortable with the dress code imposed. For example, lots of people do not feel comfortable in a suit and because they are not comfortable they won’t be able to produce and innovate.

Another aspect of the organization is that they need to know how to manage to foster innovation. (R2) argues that *‘having a way of managing that does not take care of hierarchy is a key’*. But more than that, (R2) and (R7) argue that there is a need for managers to trust their employees. Without trust, an employee won’t be able to let his creativity explode as there will be constant monitoring and this creates stress. (R1) completes this trusting relationship by saying that there is a need to less monitor. Moreover, (R2) argues that the employer needs to have a global vision of its organization to be more innovative. Having a global vision of it will allow him to know what would be the smart moves to do and if not, what position he needs to fulfill with another worker.

Finally, (R1), (R2), (R3) and (R9) agree to say that to help foster innovation, an organization must have resources. First, (R2) talks about human resources. He argues that *‘to be innovative, you need to hire people that are smarter than yourself and that they tell us what to do.’* His point of view is that if an employer employs smarter people than him, he will be driven by them to know what to do. (R9), (R3) and (R2) also add that financial resources help to innovate better. (R3) argues that *‘you need time and money to innovate. It takes time to innovate but to find the innovation, money can help to get to innovation’*.

5.4. Entrepreneurship and Innovation

When asked to link entrepreneurship to innovation, findings were mitigated. Indeed, on one hand (R7), (R4), and (R1) agree that innovation is inevitable to be called as an entrepreneur. Thus (R4) says *'Entrepreneurship and innovation are for sure linked. But we have to understand that innovating is not necessarily enterprising.* For them, you can innovate while not being an entrepreneur, but you cannot be called an entrepreneur if you don't innovate. On the opposite, (R2) thinks that both of them are completely independent. He claims *'entrepreneurship is about creating an enterprise. Both can exist separately. You can create an enterprise without being innovative. It is not because you are innovative that you are an entrepreneur either'*. Another characteristic of entrepreneurship is concerned with risk according to (R1), (R3), (R6) and (R9). For (R3), *'the entrepreneur takes risks, pushes his limits and faces new challenges.* For those four respondents, entrepreneurship is something that is uncertain as they have no clue if their project is going to fail or succeed. For (R3), (R8) and (R9), entrepreneurship is not only a status given, it is first of all a state of mind and a lifestyle. For (R9) enterprising is about being passionate and believe in its projects, thus our life changes according to that. For (R8), *'all I know is that entrepreneurship is a state of mind and not a competence so everyone can become an entrepreneur one day or another'*. And for (R3) this lifestyle means that you live in the fast lane. (R10) has a completely other definition of entrepreneurship. For him, *'entrepreneurship is about creating a project, make it live a take value-added on it, as well as talking about earning money as about gaining experience*

5.5. Start-Up and Innovation

When it comes to start-ups, (R4), (R6) and (R5) opinions are that there is always innovation inside a startup. (R5) argues by saying that innovation is always part of a startup or any enterprise created by an entrepreneur. (R6) claims *'the goal of startups is to make useful innovations'*. He thus shows that innovation is represented in the essence of what a startup is. For (R4) the explanation is that *'for an organization, it is mandatory to innovate in order to live'*. The reason behind this importance of innovation according to (R4) is that startups have lots of competitors, whether they are direct or not, thus they need to differentiate. (R1) further completes these saying by stating that if being a startup, there is no second chance. He claims *'in a startup you are judged by your results, if there are no positive results, then it's out'*. A characteristic that (R1) brings about startup also is that there is no hierarchy or very few. Thus, startup is about collaborative work between all of the members either they are on the top or on the bottom of the professional scale. Because there is no hierarchy that we can feel, the communication is more spontaneous according to (R6). Finally, because of that proximity between the members, (R1) assumes that there is no reporting to do as they work close.

6. Empirical Analysis

This section will be dedicated to the analysis of the findings gathered when we conducted the interviews in order to validate, or not, the proposition proposed in chapter three. Following our theoretical findings stated in chapter three, this part will follow the same plan by analyzing the answer provided by our participants regarding the theme of teleworking, innovation, entrepreneurship and startups. By doing so, we will be able to answer our research question.

6.1. Teleworking

6.1.1. The importance of trust

Unsurprisingly, one of the characteristics that arose the most was the trust between the employer and the employee. As the teleworker is not on the workplace, it appeared for many managers that it could be problematic for them to know if the employee is currently working or no. Moreover, respondent 6 stated that it can take more time for the employer to realize that a teleworker is less working and provides fewer results than if he was traditional worker. As a consequence, they have to be more careful regarding the participation of the teleworker in his objectives. For respondent number 1, which is a teleworker, he has been clear on the fact that it is a relation of trust and the only means for the employer to verify the effectiveness of its employee in the results and the return on investment he brings to the society.

On the entrepreneur's side, respondent number 3 used to proceed as follow when it comes to hiring a teleworker. For his company, he replied that it was primordial for him to work a certain amount of time with the employee in order to see in real life how productive he is and if he contributes to the success of the company by complying with his objectives.

“Teleworking can only occur after a certain presential amount of time into the company. It's complicated for me to trust someone I've never met. Once the trial period is done and we agree on its working conditions, I can let him work remotely and the advantages can appear.”

Nonetheless, we would like to stress the fact that building a relationship of trust between the two parties can have numerous advantages. Indeed, once the teleworker knows that its employee has put trust into him, he will feel more confident and more involved into the company. This can be induced by the fact that the employer will keep his worker under positive pressure to have him complying with his engagements. For them, trust is the pillar of teleworking. If there is no trust, working remotely can't work.

On the other hand, once the employer fully trusts his teleworker, he can be more independent and the employee can begin to adapt his schedule as he wishes. As long as he provides good results, the employer can grant him with full independence. Respondent 10, who hired teleworkers confirmed this statement by providing a similar though on this subject.

Through our research, we demonstrate that trust is an important component of the relationship teleworker-employer. Thus, this virtuous circle doesn't stop here. As teleworkers is being more involved into the company, this will imply that he will also

work with better efficiency and even, work more hours for free like respondent 7 confess. As a consequence, we concluded from all the statements above that having a working relationship based on confidence will dramatically increase the employee's confidence and productivity as he will feel like he is being an important part in the success of his company.

6.1.2. Reducing commuting time

Obviously, the component that appeared from all the interview was the fact that working from home deletes all commuting to go to the office. As stated by Nilles, teleworking is about working from an office closer to home than the central office (1975, p. 1143). At the time, and still today, teleworking was introduced in order to reduce energy consumption due to long-distance commuting. On the other hand, avoid commuting every day to go and come back to work can be a true saving of time for the teleworker. Most of the teleworkers we interviewed raised the importance of not having to take the transportation every day.

When working from home, there is no pressure regarding your lateness. Plus, it erases all the cost for you and the company regarding the gas for your car or the subscription for the underground. For the other teleworkers, the phenomenon is seen as a blessing. Plus, the fact she doesn't have to prepare herself for work and commuting will allow her to transform this time into additional working hours. For all the reasons declared above, we concluded that less risk of lateness and more personal or voluntary working time for the employee will result in a decrease of stress.

On the company side, having teleworkers who don't commute every day will result in saving money as they don't have to compensate them for transportation.

6.1.3. Reducing office pollution

The term pollution was introduced by our first interviewee. Office noise like employee's talking could be polluting and will impact their concentration when working in an open-plan office, which will lower their ability to execute complex tasks (Ng, 2010, p. 142). Nonetheless, other teleworkers used this term in order to talk about inopportune interruptions that can occur when you're working in an office.

Indeed, even if it looks anti-social, not going to the office for a teleworker can help to avoid all the chats that are not relevant to work. For instance, respondent number 8 which is an entrepreneur, told us that it is the good side of having teleworkers. With less people in the office, there are less futile conversations that impact on the productivity of the team. Furthermore, you can avoid spontaneous meetings which can sometimes be about just meetings and anti-productive. When you're working with teleworkers, meetings are rarer and have to be planned in advance so you need to prepare what you have to say and make sure it's productive.

Another down-side of working in open space and/or in a professional office is that you get distracted by everything around you like phone calls, chat between employees, conference-call and so on, relate interviewee 1. All this noisy pollution can affect a lot your productivity if you need to be focus. For instance, respondents 2 and 7 who are

developers need to be focused during two or three hours without being disturbed. One stated that:

“Sometimes, you have a manager who knows nothing about the condition of work you need, e.g. silently, and comes to see you every ten minutes to check your progression. From that, you can easily lose track of your line of code and start again from scratch”.

Nonetheless, office pollution can even happen when you’re working from home if you have kids, wife or other people living in the same room as you do. In order avoid it, interviewee 4 advised home-based worker to have their own office at home where you can work in silence.

The testimonies we received regarding the working conditions of office explained a lot how it can be better to work from home if you need to be focused at work. From the interviews, we draw the conclusion that working at home with less office pollution can, on one hand, result in less monitoring from managers and less interruption. On the other hand, this offers the teleworker more tranquility when he’s working. Furthermore, those benefices lead to a better work environment characterized with less stress for employees who prefer working in a calm environment. Finally, as the teleworker will be more focused on his work, we conclude that, like a trustful relationship, eliminating office noisy pollution will result in a better productivity for the teleworker.

6.1.4. Offering more autonomy

Another important advantage for teleworkers to work away from this office is the autonomy that is given to them. Indeed, the company allows them to work from where they want. For instance, interviewee 1 told us that he spends 80% of his time in his home and the rest in co-working space or in client office. This permits to exchange with people from different companies and give him the opportunity to get valuable information about what is happening in the field he is working in. For him he is free to manage his schedule and his project whenever he wants as long as he gets results:

“I can work when I want. If I need to take a break or work on another project, I can always work later during the night of the week-ends.”

This can also enhance the productivity of the worker as some of them like interviewee 7 for example works more effectively at night. As seen above, the fact that they can manage their own schedule induce that they will be more productive because they can free their mind while taking a break and come back to work when they will be ready. On the employer’s side, they confess understanding that they will get better results if they let teleworkers work when it is more convenient for them.

Interviewee 4 related this fact by stating that he frequently takes a break and go for running and doing other activities he enjoys. From this statement, we concluded that managing your own schedule and optimizing your time offer the teleworker a better work life balance. Plus, he can enjoy more leisure time and annexes activities that will beneficiate in a sense that it will reduce its stress. On the other hand, this same interviewee stated that:

“Working outside the office or home is very convenient and pleasant for me. As I go mainly to client offices when I’m moving, this enables me to experience different context of working, with different people in different places.”

In our theoretical research, we quoted Klyver, et al. who figured out that networking is very important in the processes of gathering information and finding new opportunities (2008, p. 332). For instance, this valuable statement shared by interviewee 4 relates this research and made us draw the conclusion that working in different places with different people can facilitate the processes of finding new valuable information for our business and thus, increase the creativity of the teleworker.

6.2. Entrepreneurship, startups and innovation

6.2.1. The characteristics of entrepreneurship

From the data we have collected while doing the interviews, we were seeking what the definitions of entrepreneurship is for those people who are entrepreneurs themselves or who are working with entrepreneurs. In our literature search, we found out that a lot of researchers have proposed definition of entrepreneurship while enumerating their characteristics. As we described in part three of this thesis, the process of entrepreneurship is mainly associated with the discovery, detection and exploitation of opportunities that are profitable and, on the other hand, mix up various resources that are not currently put at their best use and make profit out of it (Shane & Venkataraman, 2000, pp. 217-222). On the other hand, it has also been defined as a “profit-seeking problem” which answers a need that is still unsatisfied and, the overall is associated with a certain level of risk (Harper, 2008, p. 613; Shane & Venkataraman, 2000, p. 218). Thus, it was very important for us to define entrepreneurship as this term take part in our research question.

When it came to interviewing the entrepreneurs, they had a specific question that the employees didn’t have which is “how would you define entrepreneurship?” As described in the previous part, the idea of their answers was basically the same. First, they indicated in their answer that entrepreneurship was, above all, a lifestyle. You have to be a 100% dedicated to your project, “you live for it, you even dream about it” told us interviewee three.

On the other hand, some of them also agreed on the fact that entrepreneurship is about risk. For instance, Khilstrom & Laffont described entrepreneurs as people who might have a preference for uncertainty (1979, p. 179). After analyzing the empirical finding, the results coming from the interviews are showing that entrepreneurs are aware of the presence of risk when they introduce their innovation and project into the market. As a matter of fact, most of them are driven by the accomplishment of making profits out of it and creating a sustainable business. Moreover, the empirical findings prove that entrepreneurs need to be dedicated to their project and mixing up the right capital and human capital in order to make it work.

6.2.2. Defining startups

The third main theme of our research was about startups. From our literature search, we found out that to be so-called, the entrepreneurial venture has to be at least new, active and independent (Luger & Koo, 2005, p. 17). Furthermore, the interview showed us that

startups have to take into account two important characteristics that can change the way the entrepreneur will manage it. First of all, we observed from interviewee 4 that the dynamism of the startup's environment is a big threat for its survival. For instance, the respondent disclosed that the competition is much fiercer for those smaller structures. As a matter of fact, startups have a lot of competitors and they will need to constantly differentiate their product and services by constantly being innovative in order to stay competitive. For interviewee 4, if the startup is not innovative enough or just copy what its competitors are doing, the structure will not have enough results and it will need to go out of business.

Moreover, the answers of respondent 4 taught us that, most of the time, there is no feeling of hierarchy in startups which means that everybody is at the same level. De facto, everybody feels as important as managers or the CEO and, as a consequence, will feel more confident and more implied in the success of the startups. Furthermore, we found out that collaborative work and spontaneous communication within employees can foster creativity and the discovery of new opportunities. As interviewee number 6 says, when you're working in a startup, everybody is close to each other. So, when you're working, you can hear the conversation between other members of the team and see how they advance on their own task. For this reason, you can cooperate with them if you think their current missions is in correlation with yours. You are very autonomous in a startup and for this reason, it is rare when you need to ask for the permission of taking an initiative.

6.2.3. The importance of innovation

As said before, competition is important to consider when operating in a startup as you need to get ahead of it. For instance, we discover in our findings that being innovative is very important for entrepreneurs and startup's employees. One interviewee stated that it is "mandatory to innovate" and respondent 6 go even further as he told us that startups need to be disruptive and support change. On the other hand, as we saw that entrepreneurship is linked to risk and the envy of making profits, being innovative allows the entrepreneur to reduce its risk of failure and increase its chance of making money out of the exploitation of its activity. From these statements, we concluded that entrepreneurs need to seek for innovation and that there is no entrepreneurship if there is no innovation. For interviewee 7, if you're not innovative, you are not an entrepreneur, you are just a business owner.

6.3. Innovativeness

6.3.1. Defining innovation

In our literature search, we defined the state of being innovative as the introduction of a new economic activity or new production function, and the creation of a new market by answering a new need (Boyer, et al., 2014, p.670; Wong, et al., 2005, p. 337). This theory is in correlation with the interviewee's thoughts that the characteristics of innovative ventures are that they must be disruptive. As stated above, disruptiveness in startups is very important as it will allow the venture to increase the activity of its product among the target market and take the lead of all the companies exercising in this field.

On the other hand, the results we have found from the interviews confirm the previous scientific theories that appear in the literature search. If an innovation might become

successful, it first needs to be useful for a specific need. For instance, interview 8 is developing a product that allows consumers to plug an on-board diagnosis dongle in their car and visualize all their data regarding their driving and the health of the engine. For instance, this disruptive product will allow consumers to understand how their engine works despite the fact they know nothing about mechanics.

On the other hand, the empirical finding of our research also stated that an innovation is characterized by targeting new markets and new markets segments. From this statement, we conclude that innovation can foster the development of a startup as it will be the first to sell its product in the market where the company is the only one. Finally, entrepreneurs defined innovation as a means of avoiding failure for startups. From all the above, the fact that an entrepreneurial venture differentiates itself by introducing a disruptive product into the market it has created will grant the startup with higher chances of avoiding failures.

Through the analysis of our results, we also found out that two characteristics are linked with innovation. First of all, the process of innovation is coming from intellectual exchanges between the employees and or other people who are exterior from the society. For instance, when respondent 1 specified that he used to go to co-working spaces and incubators during its working time lead him to exchange information and knowledge with members of other organization. As a reminder, we discovered in our literature search that it is important for entrepreneurs to have prior knowledge and experience in his field so that he will be more apt to find opportunities and new market opportunities for his company (Ardichvili, et al., 2003, p. 305). On the other hand, this same author stated that psychological characteristics like creativity and optimism are elements to consider when it comes to finding new opportunities. This will lead us to the second characteristic of innovative behavior which frame the creativity of workers like interviewee 4 said. As a consequence, it is important for entrepreneurs to hire creative people and to make the office a better place to work in order make his employees creative, which will lead to the discovery of unexploited opportunities.

6.3.2. Getting the organization ready for innovation

While conducting our research, we noticed that there are a lot of conditions that the startup can fulfill in order to get his people more creative, and thus, more apt to support the innovativeness of the company. First of all, the data collected from the interview shows us that a startup with more means can incorporate innovation more easily into its strategy. For instance, Casson & Della Giusta wrote about the subject and proposed that entrepreneurs who can gather both human, technological and financial capital into his startups will have more facilities to innovation (2007, p. 231). Our empirical findings confirm their theory in a sense that innovation can be very costly for the company, especially for R&D. As a consequence, if the enterprise has both the financial and technological resources, it will be easier to bear innovation and optimize its product. Nonetheless, from the statement we made above, human capital is an essential component of innovation. Respondent 2 recommend that every entrepreneur should, if he has enough money, hire more intelligent workers and let them guide him and propose their ideas about improvements the company can make regarding its product.

Moreover, it has also been stated by teleworkers that better management is a key component to have creativity. In that sense, empirical data suggest that trusting his employees will give them more confidence. On the other hand, being more available for them and sharing the global vision of the company is important for the CEO. Plus, it is very important for the organization to have a proper environment with better social cohesion among employees. In that sense, it has been stated that if there are any conflict in small structures, creativity and dedication to work will be hampered and the startup will not be likely to survive.

In order to promote creativity and productivity among the workers, it is important some rules and routines have to be implemented among the corporation. First of all, one of the interviewee revealed that the company must leave time their employees to focus on personal projects. He takes the example of Google who usually let 20% of the worktime for personal projects in order to foster the creativity of its employees. On the other hand, he also takes the example of companies which let their employees free time to think about side projects the company can create in order to get more revenues and more market share.

Furthermore, as interviewee 1 suggested, the organization must lower its rules and leave more freedom for their employees. For instance, employees must enjoy flexible schedules, so that they can work when it's more convenient for them even if they are not teleworkers. Plus, the company provide modular offices with a laptop for their employees so that they can change places if there are too much pollution or if they need to make a phone call. No dress code must be imposed into the structure; employees can come dress like they want and be who they really are. No need for them to be in suits every day and feeling oppressed. Finally, the last condition is to monitor less its employees when you are the managers. As we described in the parts above, less monitoring can help employees concentrate and be more focused on their work.

In summary, all the conditions stated above were mostly recommended by teleworkers who find that these can help employees to be more aware of opportunities, which will result in an increase of the innovativeness of the company.

6.3.3. Characteristics of innovative people

In this last part, we will analyze all the data we have collected through our empirical findings in order to better identify who can be innovative among companies and how non-innovative people can contribute to the innovation of the firm. First of all, we realized that the contribution of the worker in innovation mainly depends on its missions. Indeed, interviewee 3 stated that if he wants its worker just to help its customer when they are in trouble, he doesn't expect them to be innovative and propose new ideas.

Thus, if being innovative is part of the mission of the worker, psychological characteristics of the worker is important in the process of promoting innovativeness. For instance, we have discovered that the dedication for the project is one of the most important characteristic for innovativeness. Indeed, if the worker doesn't feel involved in the project, he will just do the minimum asked and nothing more. To avoid that, we have already proposed above various characteristics of the organization that can be established in order to better engage its employees.

Moreover, empirical evidence allowed us to link innovativeness with autonomy. In fact, if you give autonomy to your employee and let them manage their schedule and task as they want, this will have two beneficial effects on its participation to the company's innovation. First, the employee will feel more involved as he knows that you trust him. For this reason, he will not want to disappoint you and lose this trust as interviewee 3 said, by providing better results to the company. On the other hand, if you give autonomy to your worker, this will allow them to explore new market or other possibilities like new features for your product that you didn't think about yet. For this reason, autonomy is one of the most important characteristics of innovative people.

Then, creativity and curiosity are two different but as much as important characteristics for promoting innovativeness. As it has been stated above, these two personality traits will induce the worker to explore new fields and maybe discover new opportunities. Through our interviewees, we found out that companies that let their worker being creative will increase their chances of finding new opportunities. Two teleworkers, respondent 4 and respondent 1 think that companies should eliminate dress code, let its employees work from where and when it is the most convenient for them. As a consequence, rejoin the statement made above which stated that allowing workers to go to different places with different people can facilitate exchanges of valuable information, thus, helping the discovery of new opportunities. Finally, when it comes to teleworker, interviewee 3 emphasize that letting its employees working outside the office provide him the ability to have an external view on the company's activity. Thus, this is seen by the entrepreneur as a mean to provide new opportunities that can't be found by people who are constantly working in the company.

So far, we have analyzed all our empirical data and have found the means to make teleworkers more productive, defined the relationship between entrepreneurship, startups and innovation, and ultimately, curated all the best practices to enhance discovery of opportunities and innovativeness into companies, this last part will consist of linking our empirical findings in order to validate or no our primary propositions.

6.4. Innovation and teleworkers

This section will be a summary of all the findings stated above. The literature research and the analysis of the empirical findings collected through our interviews helped us to determine if our proposition were actually true or not. As a reminder, the four proposition we developed during this thesis are the following; (1) the decrease of work pressure resulting from teleworking promotes entrepreneurship through innovativeness increase, (2) A better work-life balance resulting from teleworking increases innovativeness, thus promoting entrepreneurship, (3) The flexibility of labor resulting from teleworking increases innovativeness, thus promoting entrepreneurship, and (4) A more comfortable work environment resulting from teleworking increases innovativeness, thus promoting entrepreneurship.

One of the important findings that need to be evocated regarding our literature search is that Carland, et al. characterized entrepreneurs as human being who has an "innovative behavior and will employ strategic management practices in business" (1984, p. 358). In that sense, interviewee 6 admits that promoting innovativeness and entrepreneurship among startups is not just about finding the idea but also incorporate this idea into the

strategy of the company and helping to implement the go-to market strategy. He also stated that teleworkers are not the best people for finding ideas as they are sometimes isolated from the others workers, but, they are valuable assets in the implementation of the innovation into the strategy of the startup. As a consequence, we conclude that teleworkers can contribute to innovativeness by being more productive, so that, they will better help the startup in promoting the innovation to the market.

First of all, working remotely can results in decreasing work pressure for the worker, and so, less stress. Especially because he will spend less time in transportation, this will be less expensive for him and he will have less stress regarding fear of being late. As a consequence, the teleworker can have more time for himself and for leisure or annexes activities for example which will also decrease stress but there it is not shown that stress affects discovering opportunities. For this reason, our first proposition could not be supported.

Our second proposition was about the relationship between a better work life balance and the promotion of innovativeness. This concept was somehow related to the previous one. Due to the fact that he can manage his own time and work when he wants, the telework can optimize his time and have more time for himself and his family. Even though there are some teleworkers that will be more productive at night, it can't be the case of everyone. As a consequence, we can't generalize this finding and our second proposition can't be supported either.

On the third place, our proposition was deducting that the flexibility that working remotely offer can promote innovativeness and entrepreneurship among French startups. Here, the outcome is distinct. As proved in our empirical findings, more flexibility given to teleworkers offer them the ability to work outside their office, as long as they get results. In that sense, results from our empirical findings show that teleworkers take advantage of this flexibility to be more mobile and go working in different places in order to see different people and take some fresh air. By doing so, they will be engaging conversations and exchanging valuable information with other workers and freelances. This can lead them to the discovery of entrepreneurial opportunities and strategies that can be implemented into their company. This will also increase their creativity. As a consequence, teleworkers can be more creative and more apt to contribute to the innovativeness of the startup. Our third proposition is supported.

Last but not least, our fourth proposition was demonstrating that a better work environment can help the teleworker to better contribute to the innovativeness of its company. For instance, we discovered that by working in a better environment, the teleworker will less suffer from office pollution and from untimely conversation from managers and co-workers. Furthermore, he will feel more "at home" and will beneficiate from tranquility. Considering the statements made above, we finally deduced that working in a better environment can actually help the employee being more focused, which in turn, will make him more productive. As a consequence, this gain of productivity can make him work more and in a better way about the strategy of implementing new products and services for its company, so that he will contribute to the innovativeness and help to promote entrepreneurship among its startups. We supported our fourth proposition.

Table 5. Revised Propositions

Number	Proposition	Conclusion
Proposition 1	The decrease of work pressure resulting from teleworking increases innovativeness, thus promoting entrepreneurship.	Not supported
Proposition 2	A better work-life balance resulting from teleworking increases innovativeness, thus promoting entrepreneurship.	Not supported
Proposition 3	The flexibility of labor resulting from teleworking increases innovativeness, thus promoting entrepreneurship.	Supported
Proposition 4	A more comfortable work environment resulting from teleworking increases innovativeness, thus promoting entrepreneurship.	Supported

7. Conclusion

In this chapter, we will identify all the conclusions we draw from our findings which are related to our research question and purpose. Below, we will now answer our research question and then, share our general thought on best practices that startups can adopt in order to promote innovativeness and entrepreneurship among its workers.

7.1. General considerations

The main purpose of this thesis was dedicated to demonstrate by which means teleworkers can promote innovativeness and entrepreneurship in startups in France. As a matter of fact, we investigate how teleworkers can help entrepreneurs in finding new opportunities that will foster their innovativeness and then exploit it in order to make profits. In order to do so, we decided to interview both teleworkers and entrepreneurs who hire teleworkers in their startup. As a reminder, we displayed in our literature search that entrepreneurship is the result of finding opportunities revealing a specific need in the market and exploiting this need through mixing up resources to their best use. As a result, we have found that teleworkers can benefit of certain advantages due to their working conditions like a better working environment and more flexibility that can be useful in seeking opportunities and exploiting them.

7.1.1. Working remotely lowers the stress

From our findings, we have found out that teleworkers can benefit from a lower level of stress when working, than their co-workers who have to be present physically at the office every day. For instance, our study shows that, as they don't have to commute to the office and work directly from home, teleworkers will have no stress regarding the fear of being late due to contingency that other workers can face like lateness of public transportation and traffic jam. As a consequence, they can wake up later during the day and be at their workplace as soon as they are awake. As a lot of them can manage their own schedule, the result from our interviews shows that they can also spend some time during the day to accomplish annex activities as they don't have to be focused a hundred percent all day long. The fact that teleworkers can enjoy different activities during the day is also linked to the finding of lowering stress. Regarding our research question, the fact that teleworkers suffer less from this kind of pressure was not related in any kind to the promotion of entrepreneurship.

7.1.2. Working remotely offers a better work life balance

This deduction was mostly drawn from the fact that teleworkers can manage their own time and can work from home. Indeed, teleworkers we have interviewed confess that the fact they can be home-based teleworkers offers them the possibility to have more time for themselves and their family. Thus, they don't have to justify every move as long as they provide results to the company, many of the teleworkers enjoy the fact that they have everything within their reach to optimize their time and complete personal tasks they would not be able to complete if they were at work. The previous statement demonstrates that working remotely can also save time and offer a better work life balance. Same as the previous finding, this one shows again that working remotely offer plenty of advantages for the worker. Here neither, enjoying a better work life balance will not make

the employee more susceptible of promoting entrepreneurship and innovativeness in his company.

7.1.3. Teleworkers enjoy more flexibility at work

Through our data, we figured out that more flexibility was given to teleworkers. As a matter of fact, both sides of interviewees agreed on that teleworkers need to be autonomous in order to get results. As a consequence, our empirical findings demonstrate that when you work away from the office, chances are greater that you need to manage your own schedule and tasks yourself. There are two main components regarding this concept of flexibility. First of all, they can enjoy flexibility regarding when they want to work. As stated above, we learnt that they are free to manage their time as long as they respect the number of hours they are paid for.

On the other hand, teleworkers are also free to work wherever they want as long as they get results. For instance, even if they are spending the majority of their time at home, it can occur that a certain amount of time can be spent outside their home-based office. For instance, we noticed that some of our interviewees rather like to go spend one or two days a week in different spaces like co-working spaces or in client offices in order to get some fresh air and socialize with other people. As a matter of fact, we conclude from our literature search that relevant information about entrepreneurial opportunities or knowledge can be exchanged between workers from different companies, thus increasing the chances of identifying opportunities. Linking this statement with our research question, we came to the outcome that the flexibility that teleworkers enjoy will promote entrepreneurship in their startup as it will foster innovativeness by finding opportunities as a result of exchanging information.

7.1.4. Teleworking provide a better work environment

Last but not least of our findings reveal that teleworkers felt more inclined to work due to a better work environment. Analyzing our interviews' results, we built the assumption that this was mainly due to less office pollution. As revealed by our interviewees, companies' offices can sometimes be very noisy, especially when it's in an open-space. Our results show that teleworkers were suffering less from office and noise pollution as they were mainly working alone. As a consequence, they manage to enjoy less interruption and more tranquility as they are not constantly disturbed by coworkers and managers.

On the other hand, we found in our research that a better work environment has beneficial effect on the teleworker's behavior. For instance, this advantage of working in a more convenient atmosphere lower the level of stress of the employee and allow him to be more focused in executing its tasks. As a consequence, our findings show that this increase of teleworker's focus will, in turn, increase its productivity. For instance, it implies that teleworkers will be more active in the process of exploiting opportunities as they will be more effective in realizing tasks related to it. The previous statement led us to the fact that teleworkers, due to a more convenient working environment, will better participate in the exploitation of opportunities in order to make more profits, and, promote entrepreneurship in his firms.

7.2. Managerial considerations

7.2.1. The importance of trust

Through our interviewees, respondents of both sides have described trust as an essential component of building a successful relationship between a teleworker and its employer. Thus, the analyzing of our findings show that trust can be beneficial for the teleworkers in several ways. First of all, if a teleworker feels that his employer trusts him, he will feel more involved in the success of the company, which will result in an increase of its motivation. As a consequence, our study shows that the teleworker will be prone to work more hours for its company and will be more efficient. The fact that the employer trusts him induces that there will be fewer interruptions while the teleworker is working which will allow him to be less distracted and more focused in his work. As a consequence, those positive effects will make the teleworker more productive. As detailed above, we saw that an increase in productivity will have as an effect a raise of innovativeness, thus, promoting entrepreneurship. For this reason, we highly recommend managers to be more trustful towards their teleworkers.

7.2.2. Less monitoring from managers

While conducting our research, we discovered that constant monitoring from managers was impacting employees' focus which in turn lowers their productivity. In relation to the previous section, managers have to be more confident towards its employees and give them more autonomy. From previous statements, we demonstrated that higher productivity was associated with higher commitment to the exploitation of opportunity, which can foster the innovativeness of the startup.

On the other hand, interviewees suggested that entrepreneurs and managers should consider hiring more intelligent people and let them suggesting them how to proceed. From our literature research, we observed that human capital is as much important as financial capital when it comes to discover and exploit opportunities. Thus, our empirical findings suggest that when people are being less monitored it will enhance their creativity which will, in turn, make these teleworkers more likely to find entrepreneurial opportunity. As a consequence, less monitoring from managers will enhance the participation of teleworkers in the process of finding and exploiting opportunities and, thus, promote entrepreneurship in their startups.

7.3. Theoretical and practical contributions

Even if a lot of researchers have already been conducting studies regarding employing teleworkers, few of them was about small structures like startups are. Furthermore, these researches were more about economic advantages of hiring home-based workers. For instance, teleworking was popular as it allowed to saved fuel and energy during the crisis in the 70's (Tahavori, 2015, p. 341). On the other hand, it was already auspicious for companies to hire teleworkers as it can reduce cost for offices, reduce their impact on the environment and being more environmental-friendly (Caillier, 2012, p. 463; Baruch, 2001, p. 118; Baruch, 2001, p. 118; Baines, 1999, p. 18; Tahavori, 2015, p. 341; Graizbord, 2015).

For instance, the aim of our research was that small structures can have more benefits from hiring teleworkers as it can help them to promote entrepreneurship among new ventures. As there was few research on this theme, we tried to make the research as reliable as possible by interviewing both entrepreneurs and teleworkers who are coming from different fields. By conducting this research, we have demonstrated that teleworkers, due to their flexibility and a better work environment, can lead to the identification of opportunities and be a valuable asset to exploit these. In the end, we finally expose the fact that hiring teleworkers among new venture help promoting entrepreneurship.

We think that our study has begun to fill in the gap that we have noticed regarding the few studies conducted regarding the teleworkers in the context of startups. Our study might be of high interest for those startups employers because they are more likely to hire teleworkers to cut costs related to hiring a traditional worker.

7.4. Limitations and suggestions for future research

First of all, the main limitation of this study is that it was conducted in France, with only French startups. As a consequence, we only got the point of view of people regarding teleworking who were from France and operating in this country. For this reason, we suggest that future research can be conducted with foreign entrepreneurs as there might be different working cultures, laws and norms.

Due to our current location, all of our interview for the qualitative research were conducted through an online tool of telecommunication. Therefore, some of them might have felt unconfident talking loudly in front of a computer or felt the urge to hang up using this mean of communication. Thus, if it would have been a face-to-face interview, the result of the study might have been different. Furthermore, we already developed friendly or professionally relationship with some of the interviewees by the past. This might have also an influence. In order to be more reliable, we recommend for future researchers that they only conduct the interviews with strangers.

On the other hand, our research was only focused on how teleworkers can contribute to promoting entrepreneurship in startups. During the analyzing of our findings, we discovered what the characteristics of a work environment propitious to foster innovativeness for employees are coming from employees' answers. Hence, we suggest for future researchers to scientifically demonstrate if the characteristics we have found can be proven or not. Then, these characteristics can be communicated to startups who are hiring teleworkers in order to take advantages of this valuable asset in the process of discovering and exploiting opportunities.

8. Quality/Truth criteria

In this last chapter, we want to provide the truth criteria of our thesis. Then we will thus analyze the quality of our analysis by discussing the credibility, transferability, dependability and confirmability.

Among the issues that can be faced when it is about a qualitative and interpretive study, one is about evaluating it and deciding if the interpretation made is credible and truthful (Schwandt, et al., 2007, p. 11). A study made by Lincoln and Guba suggest that to analyze the trustworthiness, there are four criteria that should be used: credibility, transferability, dependability and confirmability (Collis & Hussey, 2014, p. 172).

8.1. Credibility

The first criterion that we will check if our study meets is the credibility. According to Collis & Hussey, credibility is concerned with whether the research has been conducted in a way that the topic of the investigation has been rightfully identified and described (2014, p. 172). When looking at what can improve our credibility, the fact that selecting the participants with various experiences increases the possibility of shedding light on the research question (Graneheim & Lundman, 2004, p. 109).

We believe that our credibility is high as we have carefully chosen our participants using a non-random sampling. Thus, we have been able to find participants who we think all have different experiences regarding how they are dealing with being a teleworker, and their position. Moreover, the fact that we conducted a semi-structured interview with an interview guide always in front of us has allowed us to ask questions always in accordance with our topic. Our interview guide has allowed us to stay in the research area of our study.

8.2. Transferability

Another criterion used to analyze the quality of our study is the transferability. This concept refers to the extent to which the findings of the study can be transferred to other settings or groups (Polit & Hungler, 1999, p. 717). Schwandt, et al. (2007, p. 19) argue that to increase transferability, one way to do it is to make a thick description about the context so that others can measure the degree of fit or similarity if they wish to apply a part or all of the findings elsewhere. But although researchers can make suggestions about generalizing it, the reader is the only one that can decide whether or not the findings can be transferred (Graneheim & Lundman, 2004, p. 110).

In the case of our study, we believe that the description of our context has been well described. The geographical area, the targeted population, the time context, the field in which we study the phenomenon and the description of all the members of our sample have been explicitly written in our study. Thus, readers will have enough content to know if our study can apply to another group or settings.

8.3. Dependability & Confirmability

Another aspect of evaluating trustworthiness is dependability. This criterion focuses on whether the research processes have been systematic, rigorous and well explained (Collis

& Hussey, 2014, p. 172). Graneheim & Lundman (2004, p. 110) explain the importance of this criterion by saying that when data are becoming extensive, and the collection of it extends over time, the risk of inconsistency during data collection is appearing. To test if the study is meeting this criterion, we can establish an audit trail and carrying it out a competent external, and objective auditor that will be further analyzed by external auditor (Schwandt, et al., 2007, p. 19).

The last criteria that we will talk about concerns the confirmability. This aspect refers to whether description of the research process has been fully done and the possibility to evaluate if the findings flow from the data (Collis & Hussey, 2014, p. 110). To verify that confirmability is met in a research, the same process applies here, meaning we create an audit trail and carry out an audit by a disinterested auditor who will examine it (Schwandt, et al., 2007, p. 19).

To be able to test our dependability, we have thus kept a record of all the research process either hand written on papers or kept on a computer so that if someone wants to analyze our dependability, they would have these additional information to help them. We believe that our supervisor is our competent external and objective auditor as we have sent her all these records with our final draft so that she can give us comments about whether or not, our study is dependable. She will also give us a judgment in the confirmability as she will examine whether or not our study is flowing logically and that there is nothing missing to explain how we used the data collected to end up with the findings concluded.

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Appendices

Appendix 1. Interview guide for employees

Interview Guide for employees

The purpose of our interviews is to identify how teleworking has affected their professional life and conditions of working, but also to understand how they feel about themselves contributing to innovation or not.

General Questions:

1. How long have you been working for your start-up?
2. What is your position?
3. What kind of teleworker are you?
4. What have been your motives to be a teleworker?

Theme 1: Teleworking

1. What does teleworking mean to you?
2. What do you think are the advantages of it? (Both professional and intimate sphere)
3. How is teleworking improving your work?
4. How have your working conditions and environment evolved? (stress? Atmosphere? Schedule?)
5. How has your personal life evolved? (more time for personal life? Less? No change?)

Theme 2: Innovativeness and start-up

1. What does being innovative involves to you?
2. What are the best conditions for innovativeness?
3. What do you think teleworking brings to innovativeness?
4. What is your asset as a teleworker in a start-up?

Theme 3: Entrepreneurship and innovation

1. To which extent do you consider that entrepreneurship and innovation are related?
2. As a teleworker, do you consider that it's easier or harder for you than for traditional workers to bring innovativeness among your company and help discovering new opportunities?

End question: Do you think we have missed something that we should talk about regarding our topic and that we have not discussed about?

Interview guide for employers

The purpose of these interviews for employers is to understand how they view teleworkers inside their start-ups, what they think about their work and if they feel like they are participating to the innovativeness and the increase of entrepreneurship spirit of their organization

General questions

1. When did you start your company?
2. In what field is your start-up positioned?

Theme 1: Teleworking

1. Why hiring teleworkers?
2. What are their advantages?
3. What could be the main challenges or disadvantages regarding hiring teleworkers?
4. How is teleworking necessary to your start-up?
5. What would be the main differences you notice between teleworkers and usual workers?

Theme 2: Innovation

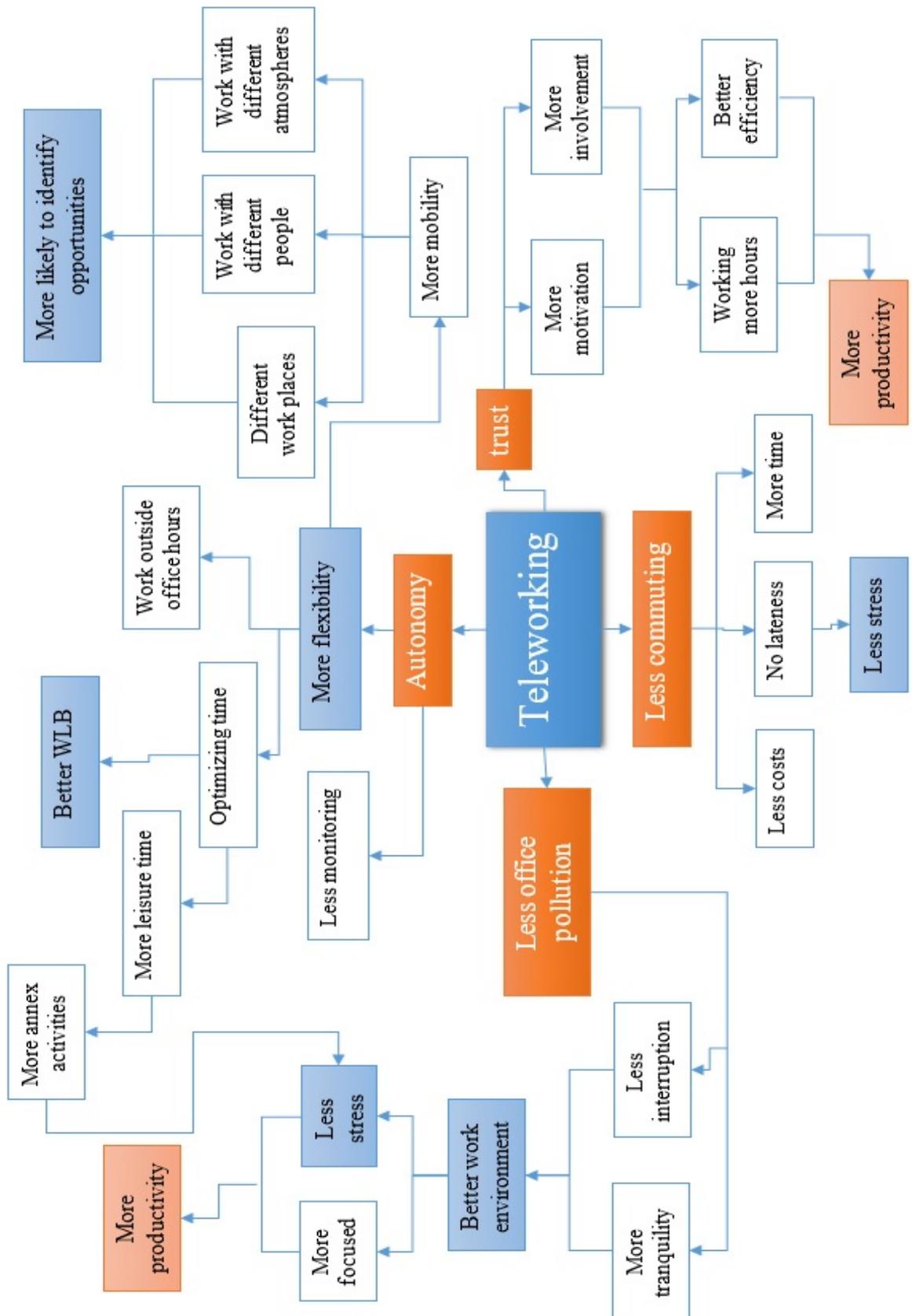
1. What does innovation mean to you?
2. How is it integrated in your start-up?
3. How do teleworkers contribute to innovativeness?

Theme 3: Entrepreneurship & Innovation

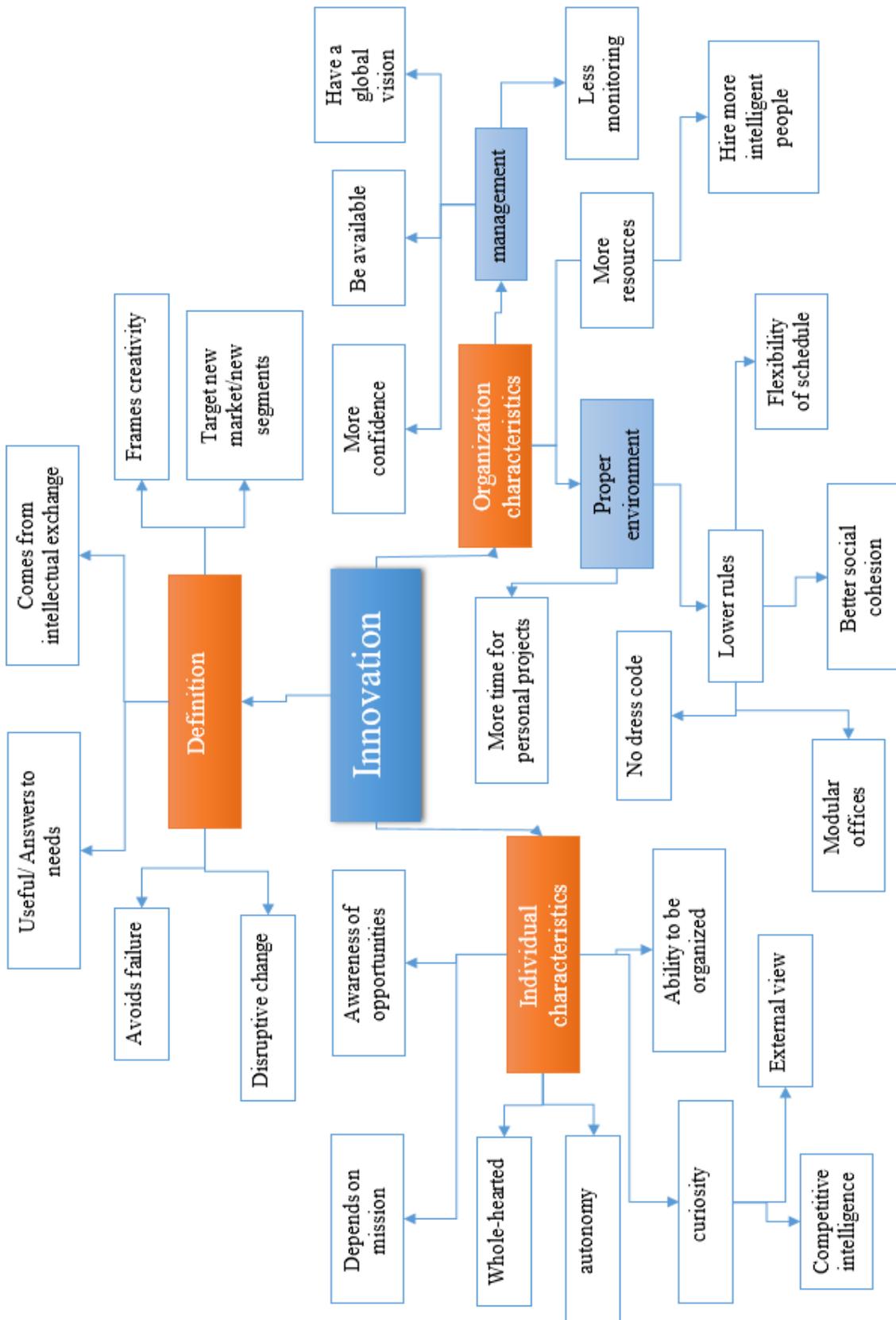
1. How would you define entrepreneurship?
2. To which extent do you consider that entrepreneurship and innovation are related?
3. Regarding your previous answer and in comparison, with traditional workers, do you think that teleworkers promote entrepreneurship in your company by helping you reaching a better level of innovativeness and discovering new opportunities?

End question: Do you think we have missed something that we should talk about regarding our topic and that we have not discussed about?

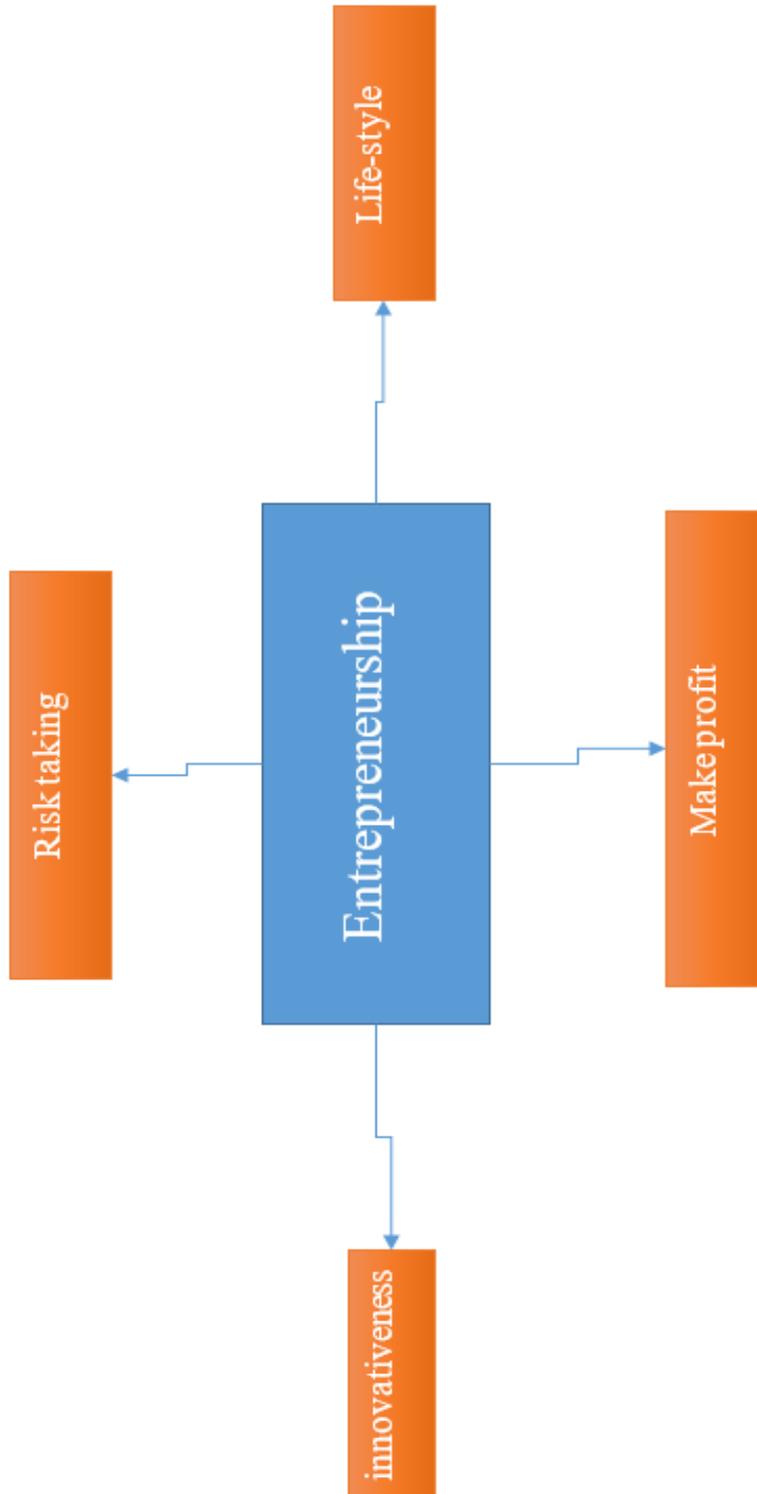
Appendix 3. Teleworking Diagram



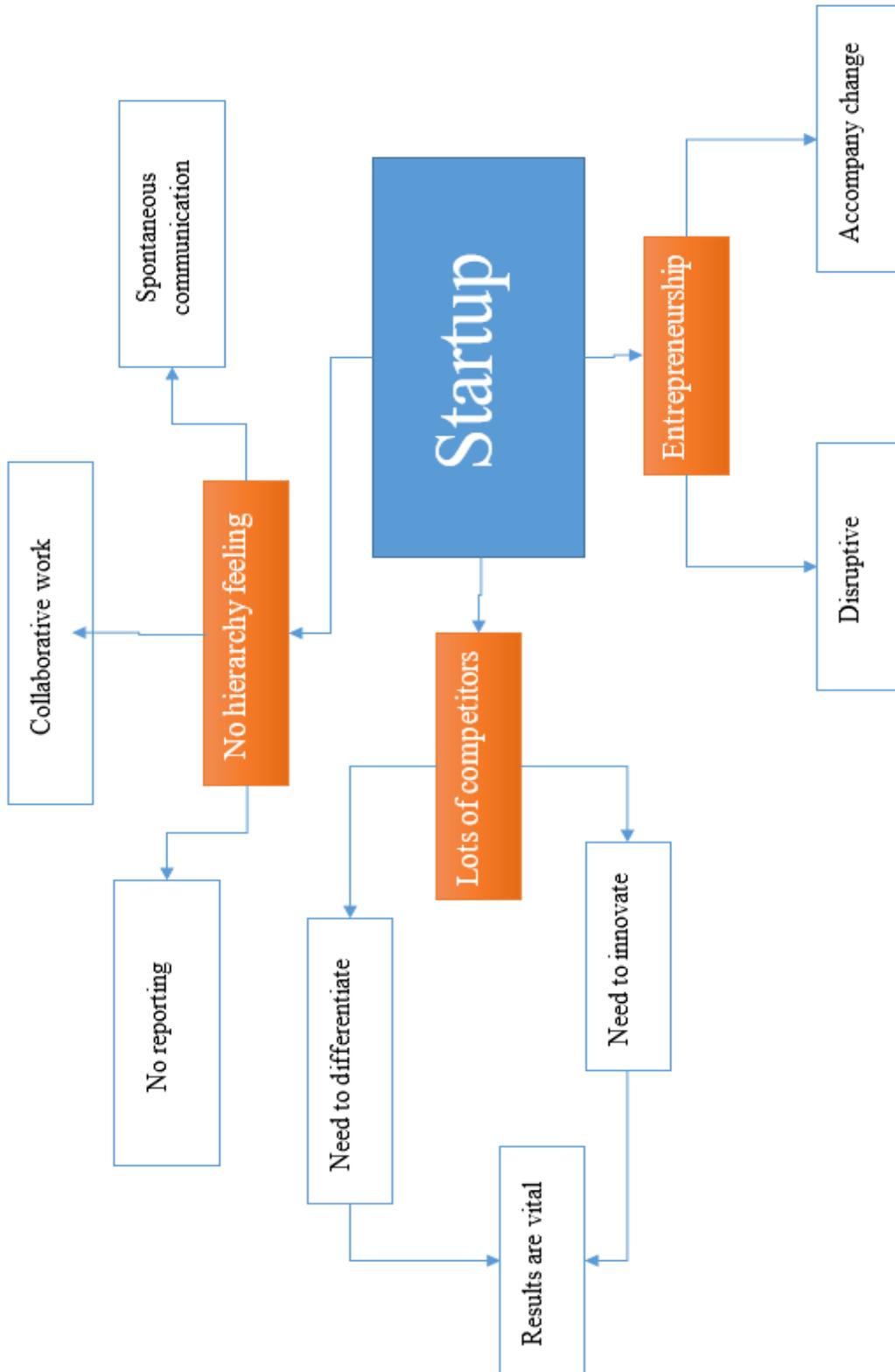
Appendix 4. Innovation Diagram



Appendix 5. Entrepreneurship Diagram



Appendix 6. Startup Diagram





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