Bleisure Tourism' Impacts on Employees' Motivation and Quality of Life

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Supervisor*: Giang Phi*
Authors' names: *Zaki Frederiksen Sardést* & *Vytautas Osvaldas Ivanauskas*

ABSTRACT

During the shift from the industrial view to the postmodern view a rapid change has occurred within the industry of tourism. This has been found to include new concepts and types of tourist within the segment of business tourist especially, one of them being bleisure traveling. Since the concept of bleisure has been found to widely be discussed through trend blogs and news as a concept aiding in issues such as stress symptoms, boosting motivation and attracting younger employees, this thesis sets out to academically investigate the truth to these claims, as they are found very significant to be used in context of HRM.

Through analysing new knowledge of the concept of bleisure were developed in forms of an expanded typology and understanding of how the employees perceive motivational factors either for going on bleisure or received through the execute of bleisure. Thereby it was made possible to identify what the impact bleisure had on the Quality of Life in specific terms of each researched participant.

While in some cases the outcomes of bleisure were received mainly positive, other cases revealed a more negatively aspect of experiences. Those aspects were only possible to retrieve given the mixed methods of using qualitative interviews backed up with the author's own experiences of bleisure traveling.

As a result, this thesis provides practical recommendations based on the findings, to hopefully improve the HRM structures existing in many companies, that does not operate with bleisure as a concept of use. Family-work balance, Type of employee, economic factors, motivational factors etc. were some of the key findings that has been used in the practical recommendations of this thesis. Moreover, the general purpose is also to aid in the growing issue of employees affected by stress symptoms and lack of motivation to work given the frequency of business traveling.

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CHAPTER 1 - INTRODUCTION

1.1. Background

Statistics by UNWTO published in their annual report 2017, shows that tourism worldwide has been growing above average at around 4 % yearly for the last 8 years (UNWTO, 2018). Especially in Europe where the highest amount of international arrivals has been reported to be 51% of the world wide share with an 8% increase from 2015/16 to 2016/17 (UNWTO, 2018). With this rapid increase in tourism new ways of travelling has occurred in the stream, one of them being the concept of bleisure. The origin of the concept goes back to the year of 2009 and was first coined in an article published by the Future Laboratory involving Miriam Ryman as a member of the original brainstorming in 2008 (Murchie, 2014). It is claimed that she was arguing that the generation of Millennials were more demanding in their positions in the workforce and as a result of that new terms by them were established, as they didn't saw themselves satisfied with mere "grey business hotels" but rather interested in boutique and design hotels. This was one of the initial claims on which the concept of bleisure traveller was born (Murchie, 2014). From this claim we see that the origin stems from new employees of a younger generation who demanded new conditions for themselves when traveling in the line of duty by their company. Furthermore, it is stated that "The bleisure generation was a particularly entrepreneurial type who would turn an evening out over drinks into a networking opportunity" (Ryman quoted by Murchie, 2014). Since 2009 when this concept was identified, it has been growing into a common shared travel trend by business travellers (Bridgestreet Global Hospitality, 2014; Egencia & Expedia, 2018). With an increase of almost 40% more bleisure tourist counted between 2016 to 2018 and further statistics showing that approximate 60% of all business trips are turned into bleisure trips in 2018 (Egencia & Expedia, 2018), this is something that has become much used, thus this trend is lacking academical foundation in its existents.

However, the authors of thesis saw the potential to investigate bleisure as a Human Resource Management tool based on their experiences of colleagues having been struggling with stress symptoms and direct cases of stress causing them on sick leaves from work. Noticing frequently complaints of colleagues that have to go often on business trips and a couple of cases with co-workers stating that they wished they could stay a couple of days more in terms of vocational circumstances at the destination, the authors of the thesis saw the relevance of investigating this matter further. Thus, the authors had the idea with their knowledge in the concept of bleisure to research and explore the possibilities of this concept as possible footstep towards a better understanding on how to fix this issue of challenged well-being of employees frequently going on

business trips. To put it simply, the hypothesis is that the concept of bleisure could be seen as a tool that can be used to improve employee's motivation as well as their QoL. Arguably, the non-monetary reward of bleisure traveling gives the employee the option of prolonging their stay in a destination without any further work duties increase the motivational factors of the employee improving job satisfaction. As a result, such situation leads to increased QoL.

1.2. The main research question

Since this project has three core elements of it, i.e. bleisure tourism, employee's motivation and QoL, the main research question has been formulated as per following:

how does the concept of bleisure tourism affect the level of motivation and QoL when applied to potential bleisure travellers?

To put it in other words, the project seeks to examine the phenomenon of "bleisure" tourism as a measure that could be beneficial for companies to motivate their employees and at the same time improving their QoL.

1.3. Research sub-questions

In order to answer the main research question, the following sub-questions are set to guide the authors of the project to the right direction towards producing specific knowledge that is necessary for the main research question and eventually being able to answer it.

1. How is the concept of bleisure tourism defined?

Since the scholar literature does not offer extensive knowledge in terms of bleisure tourism, in prior of digging further to the main research question, the bleisure tourism needs to be defined in such way that is grounded by collected data and fractures of existing scholar literature.

2. **What are the factors affecting decision-making process when considering going on bleisure?**

This question aims to find out whether employees' personal life affect their decision to go on bleisure as well as external factors, such as companies' inner policies. Such analysis would unfold the factors that encourage and discourage research participants to go on bleisure.

3. **What are the impacts of going on bleisure?**

The third sub-question seeks to dig into the influence that concept of bleisure travel has on employees and companies. Answering this question would lay a foundation for being able to answer the main research question.

1.4. Significance of the project

The research is significant due to its aim to contribute theoretically and practically to the issue of employees motivation at work and their QoL by examining the phenomenon of bleisure tourism which is considered as the possible way to reduce workers stress caused by frequent business trips that increase chances of work-family conflict (Vivion, 2016). Therefore, practical and theoretical implications have been presented as per following:

1.4.1. Practical implications

- Companies can be prompted to apply the concept of bleisure tourism as a tool to motivate employees and at the same time improving their QoL in order to keep them productive at delivering results for the company;
- Influencing the travel industry such as inspire travel agencies in constructing special traveling deals with the goal of "nudging" the potential tourist of business to also consider including leisure in same deal. Tourism operators, in their turn, could focus on expanding their service by creating special travel packages for bleisure tourists;
- Encourage employees to consider doing bleisure to keep themselves motivated at work and improve their QoL;
- Could be used for attracting new employees;

1.4.2. Theoretical implications

- Filling the gap of knowledge regarding bleisure tourism;
- Building new knowledge by linking the concept of bleisure to employee's motivation at work that can be used as non-monetary reward for employees;
- Providing new theoretical insights investigating bleisure from new perspective by linking it with plausible affect on employees QoL;

1.5. Thesis outline

This thesis is comprised of following chapters: literature review that aims to dig into the scholar literature which explores the concept of bleisure in relation to employees motivation and Quality of Life; methodology justifying social constructivism and qualitative approach as the most appropriate approaches to use while conducting a research about recently emerged concept of

bleisure and providing further explanations of methods that have been employed to collect data, such as semi structured interviews and self/auto ethnography; analysis chapter has been divided into three key themes that have been revealed while analysing data in thematic approach to guide through coherent analysis process, namely: defining bleisure tourism, perception towards bleisure from employees perspective and bleisure and its relation to Quality of Work Life; analysis has been followed by discussion and conclusion chapter that provides answers to three research questions as well as the main research question.

CHAPTER 2 - LITERATURE REVIEW

2.1. Conceptualizing Bleisure Tourism

2.1.1. Tourism as we see it today

"Tourism is everything and everything is tourism" (Bauman, as cited in Franklin, 2003, p. 21).

Tourism has through time been defined very different as it develops in perception of improved mobility and globalization. Today tourism is one of the largest economic sectors of the world and is claimed to account for 10.4% of the global GDP and supporting 313 million people with jobs in 2017 (WTTC, 2018). The definition of a tourist and tourism has been discussed and attempted by various authors, thus many of them are being criticized outdated (Franklin, 2003). Therefore, this thesis looks to the scholar literature in the search of a fitting definition to meet the current state of tourism as the authors of this thesis perceives it.

In literature "the tourist" is being define as such "Tourists are people who undergo a rite of passage of 'going away' (from their mundane everyday life) to somewhere else to collect such (mainly visual) signs which often fulfil the tourists' anticipation of places, objects, people and travel itself" (Chan, 2006, p. 8). In support to this definition and in all fairness to the objectivity, this thesis also looks to the definition suggested by the World Tourism Organization (UNWTO) which is formulated as following "Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes" (UNWTO, 2014, p. 1).

Tourism mobility and globalization also reveals to be important factors, since it's being developed by the industry every year and by that determine how vast the scale of travellers is increasing. It is not new to scholars that the scale of corporeal travellers globally is increasing which is due to low cost airlines, increased number of airports and destinations (Larsen, 2014). Further statements indicate the generally approach and accessibility towards the state of mobility in Europe, "Berlin, Paris, Barcelona, and London became weekend playgrounds to what we might call the Easyjet generation" (Larsen, 2014, p. 307). As it is so creatively described in this statement, we have something called the EasyJet generation, which, travel time and cost reduction within the past decade has played a large role in creating (Larsen, 2014).

With mobility and globalization advancing rapidly new forms and shapes of tourism is revealed all the time, which only develop a more complex and broad approach in the studies of tourism and how tourism should be defined (Larsen, 2014; UNWTO, 2018). Thus, the vast development within the industry and easier accessibility to traveling, issues such as negative impacts on the environment and wellbeing factors are not being reduced, but on the contrary more likely increased (Larsen, 2014; UNWTO, 2018).

To investigate the literature more in depth accordingly to the research area of this thesis, the authors have chosen to conduct a further review in the field of different relevant identified forms of tourism, which are, leisure, business and lastly bleisure.

2.1.2. Leisure Tourism

The literature delivers an equitable definition of leisure as what individuals have of free time available given that the disciplines of basic needs have been accomplished such as sleep, cooking, housework, hygiene, childcare and work (Baud-Bovy & Lawson, 2002). The time defined as leisure would then be what the individuals choose in their own discretion. In a more simple formulation, leisure is also defined as the time that we have available to spend as we choose in all consideration as enjoyable or fun, furthermore, leisure occupations are defined as following statement "as those tasks in which the individual participates in order to socialize, relax, or pursue interests and hobbies" (Broadhurst & Teixeira, 2008, p. 313).

The distinction between tourism and leisure are something that most researchers have assumed to be separated from each other "differentiating between the dimensions of home (everyday leisure) and away from home (tourism)" (Chang & Chung, 2018, p. 293). An assumption is further stressed of the individuals who go on vacation usually would seek out entirely "new experiences that are totally opposite to their everyday leisure in their routine lives" (Chang & Chung, 2018, p. 293). Thus, other researchers claim that tourism are a special form of leisure and it shares several factors such as experiential, motivating, and behavioural (Chang & Chung, 2018; Cohen, 1974; Ryan, 1994)

Chang & Chung (2018) also refers to scholars who state that individuals who take part in activities in their free time, are likely to do so on vacations of same characters, such as workout activities like running routines, which have played a factor in hotels offering gym solutions as hotels facilities. In fact, the relationship between tourism and leisure is being called "the Leisure and

Tourism Continuum, by subjective norms, attitudes, personality and deep-rooted habits" (Chang & Chung, 2018, p. 293). As it is stated, attitudes also should be considered in the leisure construction, such as what "favorable attitudes towards franchised restaurants or chain hotel and variety of deep-rooted habitual behaviors such as social skills and physical activity appear spontaneously in tourism contexts" (Chang & Chung, 2018, p. 293). Examples of what habitual behaviours and physical activities that individuals' practices when on vacation, could be activities such as, watching TV or reading a book, but also non-home-based activities such as golf, shopping etc. (Tribe, 2005).

2.1.3. Business Tourism

Business travelling has been studied by several scholars (Brandstätter, 1994; Cohen, Hanna, & Gössling, 2018; Unger, Uriely, & Fuchs, 2016), most focusing on the investigation of the mental and health issues occurring as either negative or positive outcomes. The negative consequences of frequent flying and separation from family and friends are some of the most common negative aspects that literature is emphasizing (Unger et al., 2016), whilst many beneficial aspects of being a traveller are also emphasized, in regards to cost and services such as lounges, improved class in flights, reward systems etc. (Cohen et al., 2018; Unger et al., 2016).

The dichotomies of work and tourism, home and away, guest and host, conceptualize tourism are now challenged by what scholars are referring to as the paradigm of postmodern thinking and mobilities (Unger et al., 2016). With phenomena such as nomadism, volunteer tourism, working holidays, migrant tourism workers and business travellers, the distinction between work and tourism is being challenged if, not proved as something that not conceptualize tourism anymore. The discussion surrounding the question if business travellers should be considered as tourists is something that literature in tourism vastly debates. However, according to UNWTO (2010, p. 10), business travellers are considered to be tourists as it is depicted in the following statement: "A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips. Tourism refers to the activity of visitors".

Furthermore, according to Unger et al. (2016, p. 144) claim "tourism is a voluntary play-related institution associated with travel, whereas work is characterized as compulsory activity associated primarily with staying home", which shows that the distinction between tourism and work has been

considered as two different things by early literature. Thus, these definitions stems from the industrial view and a lot can be argued to have changed since that, the consideration of defining business travellers as tourist is still relevant to questioning when considering the motivational factors and how they differ from leisure to business (Lennon, 2001).

Business travellers are claimed to be motivated very different from what is understood by the various traditional definitions of 'tourist' claiming the distinction from work and not work, paid and unpaid, which is referred to what is called leisure tourism (Lennon, 2001). Now this present two ways of argumentation in defining, by motivational factors and simply by the geographical determination.

However, since the authors of the thesis find themselves in the postmodern period, the authors consider business travellers as tourists, claiming they are using same facilities as normal tourist would, such as hotels, restaurants, and sightseeing facilities regardless the motivational factors.

Owing to the fact that the authors of the thesis considers business travelling as a part of tourism industry, it makes it relevant to discuss it further in terms of profiling the typical business tourists. Business travellers are often viewed through the lenses of glamourous ideologies, thus by the following statement it do not seem like the most glamorous lifestyle: "Long working days, late evenings, and early mornings, with less time for exercise, usually worse eating habits than when at home and often, the overconsumption of alcohol" (Cohen et al., 2018, p. 408).

As miserable as it sounds there actually exist more to what a business traveller are. It is suggested that a distinction between two types of being a business traveller can be drawn by those who travel frequently, usually alone to distant destinations and those who just travel occasionally for meeting and congresses usually in company with co-workers (Unger et al., 2016).

The business traveller is examined to those who "engage recurrently in business trips as part of their routine daily life" (Unger et al., 2016), further study reveals some of the aspects of the business traveller image, which exudes success and identify them as cosmopolitans, also called citizens of the world, that have knowledge on cultures and destinations all over the world and at the same time being sophisticated (Gustafson, 2009, as cited in Unger et al., 2016). Another distinguish to be drawn on business travellers is claimed to be their willingness to pay higher prices than average for transportation as well as accommodation and on top of it they are

considered to be skilled passengers with profound ability in preparing for trips and following the procedures and regulations at the airports (Hyde & Olesen, 2011, as cited in Unger et al., 2016). It has also been claimed by various scholars that the business travel is often a male dominated activity (Black & Jamieson, 2016; Casinowsky, 2013). In addition to this, it has been noticed a tendency that male employees who possess high income, a higher educational background are considered to be the ones who takes precedence at their work placement (Aguilera, 2008, as cited in Unger et al., 2016). Thus, Unger et al. (2016, p. 145) states that "becoming a business traveler is associated with membership in a privileged social category in general and with professional success in particular".

2.1.4. Bleisure Tourism

The tourism literature shows very early signs of what could be defined as "bleisure tourism". Scholars claim, religious pilgrims were those who acted as tourists first, they further claim that the medieval pilgrims such as in Chaucer's The Canterbury Tale, the trip to martyr St. Thomas Becket's shrine, travelled with a combination of pleasure and spiritual quest as well as the adventure as the driving motives (Gmelch & Kaul, 2018). If considering the spiritual quest as what would be working condition for a medieval pilgrim of religious beliefs and the pleasure considered as leisure time used for generated pleasurable moments for the same individual, this tale could be argued to be in conjunction with how the concept of "bleisure tourism" is defined, i.e. as how business travellers combine and mix their business trips with leisure time (Bridgestreet Global Hospitality, 2014; Lichy & McLeay, 2018; Schwab et al., 2015; Unger et al., 2016). In addition, other types of tourists identified to be related to bleisure tourism exist which have potential to combine work and leisure tourism, such as, business travellers, tourist employees, conventioneers, official sightseers, working tourist, farm tourism but the most well-known term of them all would perhaps be the working-holidaymakers (Unger et al., 2016). A typology of tourist who combine leisure with work is likewise being presented as following four types: traveling professional workers, migrant tourism workers, non-institutionalized working-tourist, and working-holiday tourist (Uriely, 2001, as cited in Unger et al. 2016). Furthermore, the phenomenon of volunteer tourism (VT) is being presented as an "illustration of mobility that combines tourism with work" (Unger et al., 2016, p. 144).

Further, research in the concept of bleisure reveals the usage of this type of tourism by different generations (Lichy & McLeay, 2018; Misrahi, 2016). Thus, the lack of research in bleisure tourism, which is claimed to be a growing trend (Lichy & McLeay, 2018; Misrahi, 2016; Unger et al., 2016)

especially among millennials, brings more relevance to make a research on the factor of specific age. According to Egencia & Expedia (2013), statistics show that those in the age between 18-30 are the most willing to participate in bleisure tourism. To be more specific, three different age groups were asked the same question, which was "how likely they were to extend a business trip into a vacation?" and 62% of respondents aged 18-30 answered that they were most likely to extend their business trip, while the older generations, such as the ones that are between 31-45 and 46-65 were not that much willing to do so, resulting in 51% and 37% respectively (Egencia & Expedia, 2013). According to the growing concept of bleisure it is argued that in response to the changing landscape a need of a better understanding in behaviour of the bleisure tourist is needed to be able to adapt the services in tourism to fit the more recreational and professional market that we see now (Lichy & McLeay, 2018). Thus, it is claimed that "Many hotels and service providers recognize the importance of this market and provide incentives for travelers to extend their stay for personal interest during business trips and for leisure-oriented pursuits" (Lichy & McLeay, 2018, p. 11). It is still stressed that tourism market is lacking customized niche services preferred by bleisure travellers (Lichy & McLeay, 2018).

To better understand how the bleisure tourists are motivated this thesis goes by studying the existing literature of motivational factors that encourages people to go on a bleisure trip. However, the lack of underpinning theory in this field of study (Lichy & McLeay, 2018) compel the authors of the thesis to dig into motivational factors of leisure tourists, as bleisure tourism is partially consisting of leisure. Different theories have been used in the search of motivational factors of leisure tourism such as a push-pull framework (Crompton, 1979; Leong, Yeh, Hsiao, & Huan, 2015; Whang, Yong, & Ko, 2016). To be more precise, the internal and emotional desires are related to the push motivations, e.g. experiencing foreign culture, rest, social interaction and leisure while the pull motivations are claimed to be the external factors such as landscape, climate, escaping the daily routines and self-exploration (Correia, Kozak, & Ferradeira, 2013). This theory has been further used in studies of motivational factors of bleisure travellers that are reflected within a typology of bleisure tourists (Lichy & McLeay, 2018).

In the studies by Lichy & McLeay (2018), the bleisure profile that was investigated only consisted of one specific segment of employees, i.e. Development Managers that commonly are travelling with purposes of developing new business by liaising, networking, recruiting and guest lecturing. Furthermore, it undertakes motivational factors which usually are business initiated but have ability to integrate leisure time into the trip (Lichy & McLeay, 2018). Thus, the authors of the thesis

acknowledge the fact that suggested typology might be less relevant for other types of bleisure travelers. However, great insight still is being detailed by their typology presented within these parameters. It is claimed that no standard bleisure tourist exists, thus a typology of five distinct types of travelers are identified and all of them with individual interest, motivations and personal circumstances (Lichy & McLeay, 2018) which are listed as per following:

- Experiential learners

This type is described as follows, "often young managers or "early career" researchers, looking to broaden their learning experience. Usually without children or dependents, Experiential learners seek transformational experiences and opportunities to acquire new knowledge" (Lichy & McLeay, 2018, p. 523).

- *Escaper*

The concept of travelling to escape from daily routines is widely recognized within tourism literature (Crompton, 1979; Iso-ahola, 1982; Pine & Gilmore, 1999). The bleisure travelers categorized under the escaper type are described as those who feel bored when staying at home to long and who believes in traveling as a great opportunity to escape to unknown outcomes, e.g. their everyday lives (Lichy & McLeay, 2018). Further described as those who often seek autonomy "In the same way that students are attracted by Study Abroad opportunities to escape, develop self-identity, and gain autonomy from parents" (Cai, Wei, Lu, & Day, 2015, as cited in Lichy & McLeay, 2018, p. 524). To put it simply, this type of bleisure tourists is argued to be motivated by having time away from their spouse, children or colleagues (Lichy & McLeay, 2018).

- Working vacationers

This type is described as those who "actively seek to take advantage of the opportunity to combine work and pleasure, while still respecting their professional obligations" (Lichy & McLeay, 2018, p. 524). Thus, the bleisure traveller are claimed to often be stereotyped as employees who are driven by seeking leisure (Lichy & McLeay, 2018). Further described the Working vacationers are often "early-career or late-career, child-free internationally mobile individuals who want to travel … to work, have fun and enjoy themselves" (Lichy & McLeay, 2018, p. 524). They are claimed to be characterized in terms of both tangible and intangible outcomes, given their approach in traveling as someone who typically have a tangible outcome of increased skill in acquisition, e.g. foreign language and intangible outcomes of awareness of their balance between work and life, e.g. going out having fun at fancy restaurants to late night while having to face reality the next day catching an early morning flight or attending a business meeting (Lichy & McLeay, 2018). Further mentioned as an important point, is the fact that they also often wake up the next morning "living

out of a suitcase for a week – without family, friends or home comforts" (Lichy & McLeay, 2018, p. 524).

- Altruistic knowledge sharers

According to Lichy & McLeay (2018, p. 524), this type of bleisure travellers is "senior academics, eager to share knowledge while travelling". They are typical in the end-of-career academics having less commitments and obligations to be aware of by their home institution and lastly, they seek and enjoy sharing life experiences and findings of their research with others on their journey (Lichy & McLeay, 2018). Thus, it mainly reflects their motivation that could be described as altruism and willingness to share (Lichy & McLeay, 2018). They are argued to be in the higher end of the travel career ladder (Pearce & Lee, 2005).

- Research-active trailblazers

This type is described as career builders (Lichy & McLeay, 2018) who go overseas for networking opportunities and collaboration during they spare time. They have an enthusiasm "to achieve self-imposed goals for personal or professional gain" (Lichy & McLeay, 2018, p. 525). In addition to this, as it is stated by Lichy & McLeay (2018), commonly this type of bleisure travellers are commonly involved in academic community as well as in extra activities within institution.

2.1.5. Own definition of bleisure tourism

Since there are not that many scholar articles written under bleisure tourism topic, the authors of the project came up with their own definition based on the knowledge created after familiarizing with few articles found to be, in some extent, related to bleisure tourism. For instance, the aforementioned different types of tourist who mix leisure and work were used and grounds our created definition of bleisure tourism (Figure 1), which basically refers to being fully immersed into both work and leisure during one combined trip, assigned by either the company of employment or by own factional purposes. In addition to this, the topic turns to be more relevant to make a research on due to the literature gap that is identified by the authors of this project when attempting to find articles related to the bleisure tourism. The scarcity of scholar literature makes the project more complex, on the other hand, such situation brings more theoretical value in it.

Business tourism
One who travel abroad with a purpose of only working in one and same trip.

Leisure tourism
One who travel abroad to seek recreational purpose.

Bleisure tourism
One who travel abroad with a purpose of both working and recreational intentions combined in one and same trip.
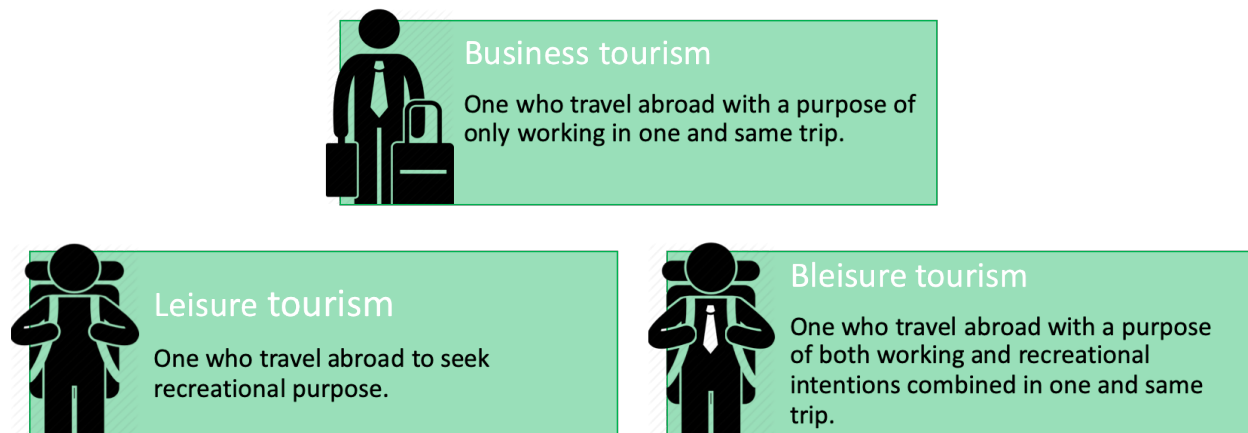
Figure 1 Simplified Definitions Based on State of the Art

2.2. Bleisure tourism & employees' motivations

2.2.1. Human Resource Management Perspectives on Employees' Motivations

Human Resource Management (HRM) is the crucial part in organizations, owing to the fact that one of its responsibilities is to keep employees motivated to achieve companies' goals. Thus, "the gratified and motivated employees are the treasured assets for any organization" (Haider, Aamir, Arabia, Hamid, & Hashim, 2014, p. 341). In addition to this, it was found that decreased stress in the workplace helps companies to significantly reduce average number of days needed per employee per year for sickness absence, which in its turn save companies money (Easton & Van Laar, 2018). Moreover, low level of well-being at work results to cost up to 10 percentage of GDP per year (Worrall & Cooper, 2006, as cited in Easton & Van Laar, 2018). Based on previous claims, HRM has the impact on both levels, i.e. local level (companies), regional level (countries). Thus, companies, in their turn, admitting the importance of reward policies to preserve their proficient workforce (Henderson, 2006, as cited in Haider et al., 2014).

There are two main strategies to motivate employees, namely monetary rewards and non-monetary rewards. According to Haider et al. (2014), monetary reward systems are mainly related to the pay raise or cash bonus and it was found that such measures have short-term effect in comparison to non-monetary rewards. Since this project focuses on bleisure tourism, which is considered to be among non-monetary rewards, following paragraphs are dedicated to the literature review related to non-monetary rewards.

2.2.2. Non-Monetary Rewards

"Non-monetary incentives are actually regarded as the most important tools to reward employees" (Abdullah & Wan, 2013, p. 1085). The three main reasons for such claim are: non-financial rewards work as effective tool to motivate employees; long-term effect on employees' motivation; non-monetary rewards are cost effective in comparison to monetary rewards (Abdullah & Wan, 2013). On the other hand, according to Haider et al. (2014), most people still intuitively consider that the financial rewards are the best tool to inspire employees. "However, the most relevant factors influencing worker well-being are identified in the interplay between the individual and the organizational dimension and are linked mainly to procedural and distributive fairness, but also to non-monetary incentives, such as autonomy and participation in decision-making" (Depedri, Tortia, Carpita, & Euricse, 2010, p. 40). Thus, non-financial incentives play an important role in contributing to employees' well-being, which, in its turn, is a factor that increases employees' motivation.

There are many non-financial reward tools that are common to use in companies. "Non-financial rewards such as condensed working hours, subsidized meals or services, additional holidays and team events were found to improve employee motivation, foster a positive culture and encourage loyalty and commitment to the organization" (Whitaker, 2009, as cited in Haider et al., 2014, p. 342). In addition to this, career opportunities as well as personal development opportunities (various courses, trainings etc.) in the organization are the factors that motivate employees to stay in the same organization and in this way increase their loyalty (Haider et al., 2014). However, it is important to emphasize that recognition as a non-monetary tool is considered to be the most important tool (Barton, 2006, as cited in Haider et al., 2014). Talking more specifically, recognition refers to the employer's act of giving a credit for employees for well-done job and should be used frequently in order to feel valued (Abdullah & Wan, 2013). As a result, scholars tend to believe that it is not enough to rely on only one form of non-financial reward, therefore it is suggested to create a package that comprises of various non-monetary rewards in order to increase employees' motivation (Stovall, 2003, as cited in Haider et al., 2014). To sum up, it is a challenging task to design effective package of non-monetary incentives (Haider et al., 2014). However, it is a necessary aspect to take care of due to its significant positive impact on employees' job performance (Abdullah & Wan, 2013). "The impact of non-financial rewards is instrumental in enlightening the employee's morale and enhance their satisfaction level" (Haider et al., 2014, p. 341).

2.2.3. Work-Life Conflict

Furthermore, important to mention that employers ought not to overlook the other factors that have indirect impact on the employees delivered results at the work, such as general well-being. "Psychological well-being can affect an individual's performance at work for better or for worse. When people feel good, they may be more likely to work well and enjoy being at work more. However, when people feel low, anxious, or ill at ease, regardless of whether that distress springs from their work or from difficulties at home, their work is likely to be adversely affected" (Easton & Van Laar, 2018, p. 16). As a result of such assumptions made, the term of Work-Related QoL (WRQoL) was introduced. There are a few commonly found Quality of Working Life (QoWL) definitions. Some authors tend to rely on the importance of workplace aspects contributing to QoWL, meanwhile other authors tend to put the emphasize on personality, psychological well-being, happiness and life satisfaction (Easton & Van Laar, 2018). To be more specific, WRQoL comprises of 6 main factors: "Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS)" (Easton & Van Laar, 2018, p. 7). Thus, there are couple of factors that do not have direct link with a job itself, but it is considered to affect the job satisfaction indirectly, and yet significantly.

Moreover, companies can be classified in two main groups regarding their approach towards employee's personal life. One group of companies clearly separate work and non–work activities in a way that employers do not help to balance their employees' lives; meanwhile the other group of companies are those that plays an important role in balancing employees lives (Kirchmeyer, 2000). The latter case acknowledges the private lives of workers by implementing various tools to reduce the probability of work-life conflict (Kirchmeyer, 2000).

Companies aiming to balance employees work and personal life, are considered as employing non-financial measures that improves workers QoL as well as motivation at work. As scholars claim, such non-monetary tool contributes to overall job satisfaction (Haider et al., 2013) and positively affects employees' attitude towards the organization, which rather makes the company being seen as a supporting and caring one (Abdullah & Wan, 2013). Examples of specific tools that help to balance work and personal life are following: prolonging holiday, increased family benefits (Abdullah & Wan, 2013), flexible working hours (Haider et al., 2014; Easton & Van Laar, 2018), employer-supported child care centres (Kirchmeyer, 2000), working from home (Easton & Van Laar, 2018).

2.2.4. Bleisure Tourism as a Tool to Motivate Employees

Based on the aforementioned tools, it is arguable that bleisure tourism would motivate employees similarly as it does with prolonged holidays, increased family benefits and flexible working hours. Mainly such statement is brought after reviewing scholar literature that profiles business travellers as group of people that experiences many negative aspects of such way of living which have been mentioned previously under the Business Tourism section 2.1.3. in literature review. Since scholars has been investigating the negative impacts on individual levels for each employee by traveling with business intentions, more focus has been shifting by the media which covers trends within business tourism from a glamorous to a more evident reality on how frequently business traveling could have negative impact on the wellbeing of the employee (Unger et al., 2016). Furthermore, it is claimed that cases of isolation and loneliness also is something that frequently is reported as experiences by both the traveller and his/her family and friends staying at home (Cohen et al., 2018). Thus, taking these findings into consideration, the concept of bleisure tourism is seen as a tool that could reduce isolation from family/friends by giving the possibility for employees to prolong their stay at the destination and bring family/friends together. However, since this concept is new, there is none of scholar literature found on how does the bleisure tourism as such affect employees' motivation.

As a result, scholar literature related to leisure tourism and its affect on employees is overviewed within this paragraph. Noteworthy, there have not been found scholar literature that systematically examines how tourism can be used as a stress reliever particularly focusing on employees (Chen, Petrick, & Shahvali, 2014). These authors are the ones that attempted to dig into a not well researched topic and came up with following findings: leisure trips play an important role in employees motivation by giving an opportunity to detach psychologically from work; weekend trips help to relieve work-related stress, as well as longer trips do (Chen et al., 2014). More importantly, the fact that an employee is able to determine trip's/vacation's dates on his/her behalf has positive affect on satisfaction of a trip as such, consequently employee might detach from work more and release work-related stress better (Etzion, 2003). According to Etzion (2003), it is suggested for employees to take rather several short breaks throughout the year and by doing so organizations will be able to sustain employee's efficiency in the workplace in a long-term. Furthermore, employers should acknowledge the importance of leisure travel to avoid employees' burnout and to sustain their motivation by encouraging them to travel in order to release work-related stress and keep them fresh (Chen et al., 2014). To conclude, owing to the fact that mere business trips

have downsides of it for employees, adding leisure element on the same business trip and turning it into bleisure trip, would reduce the negative impact caused by travelling for business purposes solely, while motivating employees and in the same time still utilizing the business trips for purposes beneficial to both parties.

2.2.5. Bleisure Tourism and Freelancers/Nomads

Due to the literature gap on the concept of bleisure tourism and in order to know more of how bleisure might impact employee's motivation, articles with the focus on freelancer's motivation was investigated. Since freelancers are the ones that are closely linked with frequent travelling, it gives a reason to consider this type of employment as inevitably related with the concept of bleisure tourism. Advancement in digital technology have fostered new forms of work, including the rise of freelancers (Richards, 2015). "The increased blurring of the boundaries of work and leisure allied to the growth of digital technology has given this group the freedom to work anywhere they can connect to the Internet" (Richards, 2015, p. 343). Sometimes the term freelancer refers to the concept of nomadism which basically means location independent traveller (Shevchuk, Strebkov, & Davis, 2019). According to Reichenberger (2018), digital nomads are described as mostly, but no necessarily, independently working young people that rely on work that can be delivered online, with no need of real interaction, and given they are not strictly tied to a specific location that creates the opportunity to travel quite often and blurring the boundaries between work, leisure and travel. Thus, freelancer, in the context of nomadism, is a person who is not attached to one place and combine work and travelling.

Moreover, freelancers/nomads are mainly motivated by the feeling of freedom. This sense of freedom covers three different spheres: professional, personal and spatial freedom (Reichenberger, 2018). "Professional freedom allows for spatial freedom through often international travel, in turn contributing to personal freedom by creating opportunities for self-development and learning" (Reichenberger, 2018, p. 377). Such holistic approach to freedom is the core element that motivates people instead of seeking career as a full-time employee, to make it as a freelancer.

It is important to stress that among various motivational factors, nomads, themselves, see a "possibility to enjoy the time with the friends from home" as the least important factor for them to travel (Richards, 2015). On the other hand, according to Reichenberger (2018), one of the main aims to become a freelancer is to be able to balance work and personal life. Most of nomads are

in their 20s or 30s (Richards, 2015), which makes sense in case of scarcity of literature that explores dynamics of travelling in nomadic settings with family members. However, it is clear that nomads do not have that much restrictions as full-time employees. In case freelancers would have a partner, or family, it would be on their behalf to decide whether to travel together or not, which, in its turn, would reduce the work-family conflict and play an important role in sustaining high motivation level to deliver quality results for clients.

In order to refer to the term of digital nomads in a bleisure context, the authors of this thesis have decided to call this identified type of bleisure traveler for "FreeNo" being a combination of the term **Free**lancers and **No**mads. The suggested term encapsulates the paradox of being free while still having the responsibilities to live up to what has been agreed in contracts. Additionally, the term itself criticizes commonly prevalent perception towards freelancing as something that offers attractive work conditions, meanwhile in reality freelancers might end up in constantly working on their computer with not being able to explore a destination due to high workload.

2.3. Bleisure tourism & employees' Quality of Life?

2.3.1. What is Quality of Life?
Initially, Quality of Life (QoL) started as a form of social indicators that were set as interests in social changes increased both politically and scientifically (Sheldon & Parke, 1975). To be more precise, these social indicators covered eight spheres of life, such as health, public safety, education, employment, income, housing, leisure and recreation, population (Sheldon & Parke, 1975). As a result of, social indicators laid a strong foundation for development of QoL term.

Nowadays QoL is prevalent term and still draws countries and scholar's attention as broad and many aspects of life covering concept that is measured individually. According to Noll (2004), QoL is well-researched topic in social science in 21st century, and yet many countries keep their interests in this topic. Moreover, QoL construction has changed over a time. Initially it was a social scientific index that was applied for whole population, and later it was turned to measure individual subjective experience (Rapley, 2003). It is stated by scholars that "the idea has developed that it also makes sense to conceive of QoL as an aspect of individual subjectivity, a psychological quantum expressing the satisfaction of particular people with their individual lives" (Rapley, 2003, p. 49). To sum up, the most striking differences comparing the very beginning of QoL to the current approach towards it, are following: factor of money used to be the core element to define people

QoL, however now QoL is measured taking into consideration individual factors that are relevant for particular person rather than generalizing it.

Scholars claim that the concept of QoL is defined in various ways. According to Rapley (2003, p. 28), "how QOL is defined (or 'fixed') is highly heterogeneous across the social scientific literatures". Important to emphasize, that frequently QoL studies focuses on health related QoL while examining patients that are disabled or with other health conditions (Rapley, 2003). Thus, depending on what sort of people who are being targets of the QoL research, the definition of QoL might differ. Owing to the fact that this project aims to examine not health related QoL, but rather generic one, the following paragraphs will focus only on generic QoL.

There are several terms that are used interchangingly for QoL, such as "well-being", or "happiness". Even though, all of these words possess slightly different meanings, they are at the same time overlapping (Nawijn & Veenhoven, 2013). Mainly "QoL is defined as an overall general well-being which comprises objective descriptors and subjective evaluations of physical, material, social and emotional well-being together with the extent of personal development and purposeful activity all weighted by a personal set of values" (Felce & Perry, 1996, as cited in Rapley, 2003). Emphases needs to be made on subjectively understood QoL that refers to the individual perception towards life, expectations, and how well it matches with reality.

It has been noticed that scholars tend to differentiate two different approaches to QoL. Namely, 'Scandinavian' and 'American' approaches are two distinctive approaches to QoL (Noll, 2000, as cited in Rapley, 2003). "As two distinctive conceptualisations and operationalization of welfare and quality of life, the Scandinavian approach focuses almost exclusively on resources and objective living conditions. The American approach emphasises the subjective wellbeing of individuals as a final outcome of conditions and processes" (Noll, 2004, p. 156). Subjective aspects of QoL are such as a sense of well-being, personal development, learning growth etc.; objective aspects are the objectively understood conditions under which people have certain capacity to exploit various opportunities (Lane, 1994). However, eventually QoL studies started to use both approaches in order to cover both angles that co-exist when talking about QoL (Zapf, 1984, as cited in Noll, 2004). "Most influential contemporary approaches acknowledge the existence of a subjective–objective duality in quality of life research, and the consensus that both objective and subjective indicators complement each other and should be used jointly has become widely accepted" (Drobnič, Beham, & Präg, 2010, p. 206).

In addition to this, another interesting thought is that the scholars claim that 50% of individual happiness is inherited, 10% depends on other circumstances, and the rest of it (40%) can be influenced by intentional activities (Lyubomirksy, Sheldon & Schkade, 2005, as cited in Nawijn & Veenhoven, 2013). Despite the fact that half of people happiness is inherit, more than one third of their happiness still depends on their personal intentional activities during their spare time.

2.3.2. Quality of Life and its Relations with Travelling

After reviewing literature, it was noticed that scholars tend to prioritize many shorter trips over few but long ones, as a way to travel and improve people QoL. Reasoning for such scholars' standpoint basically is that travelling only temporally affects ones QoL.

There are three different stages when talking about the travelling experience, namely pre-trip, during the trip, post-trip, and such approach prolongs the trip as such, meaning that few days trip is extended and experience related to that trip lasts more than actually trip lasted (Nawijn & Veenhoven, 2013). As a result of such approach, Nawijn & Veenhoven (2013) claim that travelling has direct effect on an individual's happiness. However, emphasize needs to be made that travelling effect to QoL lasts for relatively short period of time. "The benefits of a 'very relaxed' holiday trip last maximally for two weeks" no matter how long the trip lasted (Nawijn, Marchand, Veenhoven, & Vingerhoets, 2010, p. 53). Subsequently, it is suggested by scholars that it is more beneficial to rather take few shorter breaks than single longer holiday once a year in order to increase the level of happiness (Nawijn et al., 2010). In addition to this, scholar studies revealed that happy people tend to travel more frequently than less satisfied ones (Nawijn & Veenhoven, 2011).

Despite the fact that travelling impact on QoL is short-lived (Nawijn, 2011), it is the strongest influence having measure that contributes to QoL in the context of other leisure activities (Nawijn & Veenhoven, 2011). Considering three suggested stages of trip that were previously mentioned, the highest travelling impact on happiness is experienced in the stage of during the trip (Nawijn & Veenhoven, 2013). In addition to this, "the results showed that the holiday-taking group had an increased sense of wellbeing prior to and after their travels compared to the non–holiday-taking group" (Sirgy, Kruger, Lee, & Yu, 2011, p. 262). In other words, according to the literature, traveling has positive impact on people QoL within all different stages of travel.

Important to mention the fact that travelling contributes not only to the leisure domain of QoL. According to Sirgy et al. (2011), travelling affects QoL by having positive impact on various domains of life, such as social life, family life, work life, health etc. In this sense, "leisure travel does indeed make a significant contribution to tourists' life satisfaction" (Sirgy et al., 2011, p. 270). Thus, this knowledge gives great insights in how leisure traveling having an influence on QoL, however literature does not reveal anything in how business traveling is impacting QoL, despite the size of proportions in this phenomenon.

2.3.3. Work's Importance to Quality of Life

Scholar literature suggests that work is sufficiently contributing to QoL. Owing to the fact that QoWL is a broad concept and some of its aspects is not that much related directly to work, but still in some way affecting the job satisfaction, it is believed that it is one of the most important component of the QoL (Ruževičius & Valiukaite, 2017). Moreover, this argument is supported by other scholars that claim that work and the level of satisfaction of it positively correlates with individual's satisfaction with life or happiness (Binder & Coad, 2013; Easton & Van Laar, 2018).

In addition to this, it works also other way around. Person's good QoL positively affects productivity at work (Lyubomirsky, King, & Diener, 2005). Owing to this fact, companies ought to be interested in employing measures that would be directed towards increased employee's well-being (Easton & Van Laar, 2018). In order to do so, firstly, it is suggested that companies "need to be mindful of daily variation in workload since it impacts employees' work–family conflict and general well-being" (Goh, Ilies, & Wilson, 2015, p. 71). To put it in other words, it is necessary to aim to balance work and family spheres of life, from both perspectives, i.e. personal and organizational. "The concepts of work-family balance and or work-life balance can be understood as the degree to which individuals feel they are able to adequately meet the demands of both work and family or their lives outside of the work sphere" (Davis, Shevchuk, & Strebkov, 2014, p. 542). In other words, work-family balance requires having equal, or at least near equal attention paid for both in terms of time spent and efforts given (Greenhaus, Collins, & Shaw, 2003). Thus, the workload is the one of the main aspects that determines whether person will find the balance between work and family.

Another factor that has an impact on work-family balance is the time that needs to be spent for commuting. According to Drobnič et al. (2010), long commuting negatively affects employees QoL, owing to the fact that it leads to unsatisfactory balance of work and private life. Thus,

considering business trips in terms of its commuting time, it should have even stronger negative affect on QoL by raising imbalance between work and family.

To address the work-family conflict, it is necessary that people have the control over both, work and private life (Valcour, 2007). Scholars claim that employees that have high control of their workload, timing and other aspects of their job, tends to be better in managing balance between work and private life (Maruyama, Hopkinson, & James, 2009). "Results indicate that daily workload has an indirect effect on daily life satisfaction via daily work–family conflict. In particular, workload increases work–family conflict which, in turn, decreases life satisfaction within-individuals" (Goh et al., 2015, p. 70). As a result of this, scholars suggest relying on Home-Work Interface. "The Home-Work Interface (HWI) factor addresses issues relating to work-life balance and the extent to which an employer is perceived to support someone's home life" (Easton & Van Laar, 2018, p. 17). To put it in other way, the core aspect of these measures is having flexible schedule that could be adjusted depending on the demands from both ends of the conflict.

Talking in terms of high control of workload and other work-related aspects, scholar literature related to freelancers should not be overlooked. Freelancers represent distinct category of workers in modern economy and its way of working is different from full time employees (Strebkov & Shevchuk, 2012). "Internet freelancing represents the intersection of autonomous work, working time flexibility, and homeworking, consequently blurring the boundaries between work and life" (Davis et al., 2014, p. 10). As a result of these aspects, freelancers report to have higher satisfaction rate with their work-life balance, and thus increased QoL (Davis et al., 2014). As a main factor that leads to improved freelancers QoL can be named the perception of control of their work hours (Maruyama et al., 2009). Worth noting, apart from previously mentioned advantages of freelancing, it also reduces commuting time, which is relevant in avoiding work-family conflict (Davis et al., 2014).

Important to emphasize, freelancers QoL is better than full-time employees despite the fact that they tend to work more. Findings show that freelancers have longer working weeks than full time employees (Hyytinen & Ruuskanen, 2007) and at the same time being more satisfied with their job (Blanchflower, 2004). As a consequence, it positively affects freelancers' QoL. This phenomenon can be explained by the fact freelancers "obtain satisfaction from leading an independent lifestyle and ''being their own bosses'" (Binder & Coad, 2013, p. 4). Based on the

scholar literature, it seems that flexibility is the undermining factor to avoid work-family conflict that is relevant in sustaining people QoL.

Concluding this subchapter that was dedicated to the literature related to QoL, it is clear that many aspects have links to QoL. Work, leisure, and happiness are interrelated (Haworth & Iso-Ahola, 1997). Leisure is used by individuals as an opportunity to cope with work stress and working conditions influence leisure satisfaction (Trenberth, Dewe, & Walkey, 1999). The passive aspects of leisure are well suited to cope with work stress (Trenberth et al., 1999).

2.4 Summary

In a world with more frequently business traveling, which is described as a lifestyle with several issues in the wellbeing perspective, and on the other hand an increasingly studied field of leisure tourism and its recreational effects on the individual a new concept has been developed. Through this literature review, it has been revealed how one spectre of the broad field of tourism has developed into a new concept as a natural evolution disciplined by Psychology, Human resource management and QoL. Accordingly, to the change in demands by the new generation entering the business travel market, the concept "bleisure tourism" has been established in an attempt to explain the combined type of travellers mixing business and leisure. Through literature with strains in psychology, HRM and QoL it shows in theory that an employee experience impacts in their QoL, which involves, motivational factors, stress factor, learning factor, and family/friends' relations when recreational time is being offered or included in their business trips. However, a gap in academic literature has been identified concerning the concept of bleisure. The bleisure tourism has been studied in terms of basic foundational research, investigating the motivations of becoming a bleisure tourist in the framework of an established typology of different types of bleisure tourist. Thus, the focus by this thesis has been in investigating the actual outcomes of incorporating the bleisure phenomenon as an HRM tool in a company that engaging their employees with frequently business trips. By researching through these different strains of theories in QoL (with focus on work's importance to QoL), and the non-monetary reward systems in terms of HRM as well as wellbeing of the employees, it has revealed that the concept of bleisure has been something well discussed as a possible solution in a more indirect custom. As the different strains of literature has been reviewed it paints a picture of the concept of bleisure tourism to be somewhat mostly adopted by the younger generation also called the easyjet generation and used by them as opportunity to expand their cultural and geographical knowledge, while there also has been some interest in investigating the use of leisure for the wellbeing in terms of

conditions of stress and aiding family relations which usual concerns the older generation. In that sense bleisure should not be looked upon as a concept applying in the same way for all, but merely in a construction of adaptation to fit the needs of subjectivity.

CHAPTER 3 - METHODOLOGY

3.1. Research Paradigm

Social constructivism is picked to be the research paradigm for the thesis, since it helps to dig into the socially constructed reality which is the main focus of the research. Research paradigm encompasses following components: ontology (what is reality), epistemology (what it means to know and how knowledge is created), methodology and methods (how data is collected and analysed) (Scotland, 2012). According to Scotland (2012, p. 9), "different paradigms inherently contain differing ontological and epistemological views; therefore, they have differing assumptions of reality and knowledge which underpin their particular research approach. This is reflected in their methodology and methods".

3.2. Rationale for Qualitative Approach

Owing to the fact that the thesis relies on constructivism approach, it lays the path for Qualitative methods to be used for data collection rather than a Quantitative. Thus, following paragraphs point out the main differences between Qualitative and Quantitative research approaches, and justifies the Qualitative stand point for the thesis.

3.2.1. Quantitative versus Qualitative Research

As the names of both research approaches suggest, these are the two opposite approaches towards collecting data and interpreting it. According to Bryman (2012), there are many aspects that distinct one approach from the other, but the most striking ones are following: Numbers versus words – quantitative researches employ formulas, figures, gives numeric values for social life and make analysis based on statistics, meanwhile qualitative approach focuses on words to present the society; Point of view of researcher versus point of view of participants – the researcher decides which topics are interesting to make a research on in quantitative approach, while qualitative researcher opts the most important aspects to be studied based on what participants see as relevant aspects; Researcher is distant versus researcher is close – quantitative researcher aims to sustain their objectivity by distancing themselves from the subject that is under investigated, meanwhile qualitative approach encourages to be immersed in the social life of the research subjects to be able genuinely understand their social reality; Theory and concepts tested in research versus theory and concepts emergent from data – quantitative favours the researches that aim to test already existing theories, meanwhile qualitative approach is meant to generate new theories from collected data; Hard reliable data versus rich, deep data

– since quantitative researches generate clear numbers and statistics it is considered to be unambiguous, however qualitative approach offers in depth and rich analysis. As it can be gathered from aforementioned opposing aspects of both approaches, quantitative and qualitative approaches are incompatible and contradicting to each other. However, the scholars that have enough resources in terms of time and capacity, combine both approaches and rely on mixed method approach to increase the robustness and to triangulate collected data. Since the authors of the thesis have very limited time, it was decided to count on qualitative methods.

3.2.2. Qualitative Research

As previous subchapter focuses on comparison between two opposing research approaches, there is a need to elaborate more specifically on qualitative research. Qualitative approach encompasses inductive as well as interpretivist methodological perspectives (Bryman, 2012). Broadly speaking, inductive approach prioritizes complex raw data which is later structured in a way that would make sense and contribute to developing new theories. Inductive approach sets the conditions for findings to emerge from frequent and relevant themes revealed in raw data (Thomas, 2006).

In addition to this, interpretative approach is another closely related aspect with inductive perspective, and occasionally this term is even used interchangeably with qualitative research (Williams, 2000). According to Bryman (2012), the way qualitative researchers analyse data is mainly influenced by interpretivism. Williams (2000) claims that interpretivists, as researchers, are the ones that disagree with the idea of generalization, and do not admit that there is one existing truth that could be applied for every single person. Interpretivists mainly used to work with linguistic interpretations, however this tendency has changed and now it includes various observations as data that is used to be interpreted (Williams, 2000).

Apart from aforementioned methodological perspectives, there are two other that ought to be briefly explained, i.e. constructivism and humanistic approach. "Social constructivism is based on specific assumptions about reality, knowledge, and learning" (Kim, 2006, p. 3). Constructivists see reality as the phenomena that is rather constructed through human activities and knowledge is believed to be created through interactions between people as well as with the environment they are surrounded by (Kim, 2006). This methodological perspective defines the way researchers ought to collect data. Kim (2006) claims that the most valuable data comes from being immersed in social activities of those who are subjects of the research. The core element of such

engagement is the research findings that would be mutually and equally interpreted from both interviewer and interviewee sides (Glaser, 2012).

Talking in terms of humanistic approach, it is relevant to emphasize the importance of researcher's experience in the topic which is under research. It is deemed that valuable insights can be brought from direct personal experience in the field and in that case serve as scientific data (Hirschman, 1986). Knowing this fact, the authors of the thesis employed their personal experiences as a part of self/auto ethnography, while being on bleisure, as data that is used to triangulate different sources of data.

To sum up, these are the methodological perspectives that are crucial to be encompassed within the topic that the authors conduct research on, as it is decided to work under qualitative research settings to deliver new knowledge regarding bleisure tourism.

3.3. Research design

According to Bryman (2012), a research design is suggested to be looked as into a framework that sets certain rules or guidelines how data is going to be collected and analysed. Thus, the authors of the thesis decided to make a research under explorative research design, brief description of it is given in following sentences. Explorative research design refers to the situation when researchers do not possess that much information about the topic which is under the investigation (Singh, 2007) or the topic itself is vague and it has the impact on researcher to rather do an exploration in order to learn more about particular phenomena (Cooper & Schindler, 2014). Thus, explorative research design is found best suited for this thesis, as the authors of the thesis deal with such a newly researched topic.

3.4. Data collection
3.4.1. Semi-structured interview

This research has chosen to seek out experienced business travellers firstly to investigate if they have made use of the concept of bleisure through their career and how they perceive it. This has been done through the use of semi-structured interviews with a build interview guide to make sure that all the necessary data has been gathered to answer the main research question of this thesis.

Semi-structured interviews allow the authors to explain and further ask directed question within this concept of bleisure and by that receive more entailed knowledge and data to analyse further

upon. A semi-structured interview entails that "the researcher has a list of questions or fairly specific topics to be covered, often referred to as an interview guide, but the interviewee has a great deal of leeway in how to reply" (Bryman, 2012, p. 471). It is not expected that the interviewer follows the question in on way outlined by schedule. Furthermore, questions not included in the interview guide may also be asked if found relevant by the nature of the conversation between the interviewer and interviewee (Bryman, 2012). But it would be considered appropriate to end up having asked all the questions intentionally (Bryman, 2012).

The semi-structured interview method has been chosen do to following statement "If the researcher is beginning the investigation with a fairly clear focus, rather than a very general notion of wanting to do research on a topic, it is likely that the interviews will be semi-structured ones, so that the more specific issues can be addressed" (Bryman, 2012, p. 472). Furthermore, most of the interviews will be carried out by both of the authors to make sure that a modicum of comparability is linked to the used interviewing style, which once again is argued to be most likely the semi-structured approach of preference (Bryman, 2012). The semi-structured approach will allow the interviewee to expose thoughts on what could possibly been taken for granted by those interviewed. Furthermore, semi-structured interviews allow the interviewees to share their social reality by incorporating flexibility in terms of giving them time to think and bring own ideas of discussion to the interview (Bryman, 2012).

Talking more specifically, semi-structured interview guide includes a list of questions spun from the topics and theories investigated in the previous chapter. The execution of the interviews was all carried out by the use of recordings for later transcription, since this method gives the interviewer a better chance to be more presence during the interview keeping eye contact and observe body language as well. Furthermore, this approach is also suggested by Bryman (2012) and gives the researcher the ability to fully immerse themselves in the conversation and afterwards access responses of importance.

Both interviewers of this thesis have earlier experience with interviewing in a semi-structured approach which also have been one of the core learning abilities in the executions of the interviews carried out by the research of this thesis.

In choosing the right applicants for interviewing, the authors of this thesis have turned to what channels of network they themselves are incorporated in. As they both were employed by DMO's

of respectively Vilnius & Copenhagen (Go Vilnius & Wonderful Copenhagen) they considered the opportunity of seeking co-workers as potential candidates for interviewing. Since those types of employees engage frequently in business trips the authors saw the potential to pick them as the main groups for interviewing. Furthermore, the authors of this thesis used their connections in their network to reach out to two applicants in the younger category without kids and active bleisure travellers. Lastly it was also seen important to gather knowledge from those operating on a daily basis with HR and investigate their view on the growing concept of bleisure. Here it was managed to maintain an interview with the HRM (Human research Manager) from the company Copenhagen Capacity which has many employees that travel frequently for business and bleisure. Four employees from Wonderful Copenhagen showed great interest in participating all of them having senior status with titles in the level of managers.

Semi-structured interviews	How many times per year interviewee travel on business	How many of these business trips are turned into bleisure	Does the interviewee have a family	Length of interview
Employee no. 1	5-7	Almost all of them	Yes	30 minutes
Employee no. 2	6-7	Sometimes	Yes	33 minutes
Employee no. 3	10-12	A few of them	Yes	25 minutes
Employee no. 4	6-7	All of them	Yes	25 minutes
Employee no. 5	10-15	All of them	No	23 minutes
Employee no. 6	15-20	More than half	No	15 minutes
Employee no. 7	None (0)	-	Yes	15 minutes

Figure 2 - Quick facts about the interviews

3.4.2. Self/auto-ethnography

As part of this research project, the authors found themselves to be travelling between the two destinations, Denmark, Copenhagen and Lithuania, Vilnius, of which each author was situated respectively. These trips were with the main purposes of having meetings regarding the progress of the work on the thesis as well as using the time for collecting data. At the same time, it was possible to find time to use for recreational activities such as going out to eat, drink, snowboard, watch basketball game etc. The authors quickly realized the analogy between the trips and what they were studying as being the concept of bleisure. In that sense, a self/auto-ethnography, which

stems from ethnography, has been developed in contribution to the study and understanding of the bleisure experience by the authors of this thesis.

Since the ethnography in this project do not allow fully to explore the traditional described method of ethnography where "we turn ourselves as research instruments towards groups of people, that are in some way external, foreign or alien" (Eriksson, 2010, p. 92). The authors of this paper decided to go with the mixture of a self-ethnography and auto-ethnography to accomplish researching the experience of doing bleisure themselves. Self-ethnography is explained as when "we turn ourselves towards a group of people where we already belong" (Eriksson, 2010, p. 92) and auto-ethnography is explained as when "I turn myself towards myself and observe myself in a particular role" (Eriksson, 2010, p. 92).

Since the authors of this paper have been on a bleisure trip visiting the destination of the other author the selection of self-ethnography seemed suiting in the effort of studying what each other were doing during the bleisure trip and what was the meaning behind it (Eriksson, 2010). While the auto-ethnography were conducted by that author who were on the current trip of bleisure with the purpose of interpreting own actions and thoughts (Eriksson, 2010). The difference between ethnography and self/auto-ethnography is also explained as one breaking into a group in ethnography while one breaking out of a group in self/auto-ethnography (Alvesson, 1999, as cited in Eriksson, 2010).

The auto-ethnography was carried out mainly whenever one of the authors were doing bleisure trips by themselves without the company of the other author. Thus, the auto-ethnography was also used in the trips where the authors were visiting each other. The approach used in auto-ethnography relied very much on the constant discipline of being aware of the elements caused by the concept of bleisure to be identified throughout the activities of the bleisure trip. Especially the transformation between having to work and recreational times. This transformation involved many thought and feelings that the authors made an effort in catching and formulate into their notebooks. The self-ethnography was a more external perspective, focused on the behaviour the other author, being diligent in what were sensed as important notes by conversations and behaviour between the authors such as subject picking and allusion with strains in work.

Beside taking notes on the spot, the authors also used the means of taking photos and videos, in an attempt of framing a specific moment that they found substantially describing for the

experience of bleisure. This method was inspired by the work of Lichy & McLeay (2018) who used this method to make the respondents of the interviews, remember their experiences better by looking at photos from their bleisure experiences.

Through those processes of doing self/auto-ethnography both of the authors were aware of the risk of becoming to self-focused and narcissistic. However, this has been avoided by reminding oneself by what following statement argues "Usually, you do not choose to do self- and auto-ethnography because you are of any specific or particular interest, you choose these methods because you believe the study of your own 'I' can shed light on issues of general importance" (Eriksson, 2010, p. 94). Practically speaking, this meant that the authors of this thesis, had to constantly be consciously and methodically aware of the different roles that they were inhabiting while observing, interrogating and most of all reflecting upon their studies. In the doubt of honesty this thesis emphasizing the use of vulnerability as a verification as it proclaims that "I have been there to" (Eriksson, 2010, p. 95). The authors have made an effort not to exclude any details that could make themselves look bad. Instead it has been an important factor for both authors to expose the ugliness of the lack in their own professionalism, as they are perceived as equally important features of the self/auto-ethnography and with the purpose of also giving the most honest impression of data (Eriksson, 2010).

Self/auto-ethnography	Number of days	Ratio of amount of time spent on work versus amount of time spent on leisure
Zaki's 1st bleisure trip to Vilnius, Lithuania (01 03 - 01 10)	8	75:25
Vytautas' 1st bleisure trip to Copenhagen, Denmark (02 06 - 02 08)	3	80:20
Vytautas' 2nd bleisure trip to Copenhagen, Denmark (02 05 - 02 07)	3	30:70
Vytautas' 3rd bleisure trip to Nida, Lithuania (03 02 - 03 05)	4	60:40
Zaki's 2nd bleisure trip to Vilnius, Lithuania (04 13 - 04 18)	5	80:20

Figure 3 - Quick facts about self/auto-ethnography

3.4.3. Secondary data

Apart from ethnography and semi structured interviews, secondary data was gathered. It was used as a method to draw relevant data from the Internet. Generally, secondary data is the re-use of pre-existing qualitative data that encompasses field notes, various statistical data, responses to open-ended questions and so forth (Heaton, 2008). In the context of qualitative approach, secondary data in this case stands as qualitative analysis of texts or documents.

It was decided to employ secondary data based on the lack of scholar literature that was noted while investigating bleisure tourism topic. There are found only few articles that focus on bleisure tourism as the core element of the scholar paper. This case led the authors of the thesis to search for non-academic articles published on the Internet, analyse content of it and use it as a data retrieved from secondary data. This method allowed authors of the thesis to combine data with the scholar literature to come up with a definition of bleisure tourism.

3.5. Analysis of data

There are several ways how gathered qualitative data can be analysed, and for this particular thesis the thematic method for analysing data has been chosen, which is employed to identify and report the patterns, i.e. themes within data (Braun & Clarke, 2006). To be more precise, "thematic analysis can be an essentialist or realist method, which reports experiences, meanings and the reality of participants, or it can be a constructionist method, which examines the ways in which events, realities, meanings, experiences and so on are the effects of a range of discourses operating within society" (Braun & Clarke, 2006, p. 81). Since this thesis aims to construct a reality through the lens of participants, the thematic analysis seems to perfectly fit for such research design.

The themes have been picked as the relevant one's to include in analysis depending on whether specific topic has been mentioned quite frequently or is providing some further insights by presenting thought-provoking perspective. In addition to this, gathered primary data has been supplied and triangulated with data retrieved from secondary data collection as well as what scholar claims.

Important note, the primary data has been gathered from both older and younger generations of participants in order to get different perspectives towards the concept of bleisure. There are four research participants that belong to the generation of millennials, and five other subjects of

research that fit into the older generations. Millennials are the particular segment of subjects, found to be the core of bleisure traveling due the fact that employees in the age between 18 - 30 is the most willing to participate in bleisure in comparison with other groups of age according to Egencia & Expedia (2014)

In addition to this, program called NVIVO has been used for gathered qualitative data and analysis, which helps to organize and categorize data retrieved from semi-structured interviews, self/auto ethnography and secondary data in coherent manner.

3.6. Evaluation of empirical data

The data collected is evaluated in terms of its trustworthiness. However, the way the trustworthiness is measured in quantitative research is not the same as in qualitative research. Bryman (2012) claims that qualitative studies should be evaluated using different criteria from one's used in quantitative studies, and thus suggests that qualitative data should be rather evaluated in terms of its trustworthiness that has been adapted specifically for qualitative researches.

More precisely, data's trustworthiness is comprised of four different aspects. First of all, credibility – it refers to internal validation (Bryman, 2012). In order to be able to gather credible data there are many recommendations made by scholars, the most relevant for the thesis occurred to be following ones: researchers should immerse themselves in the social settings in which the subject of the research is living to be familiarized with their culture, experiences and by doing so to gain participants trust to be more honest while reflecting on their lives; triangulation of data increases its credibility since using different methods fills data gaps that occur employing one method (Shenton & Smith, 2004).

Secondly, transferability, which refers to the possibility to transfer the findings to other contexts. Even though Shenton & Smith (2004) claim that findings that are drawn from the qualitative research are nearly impossible to be applied to other situations, it is still possible to deliver such transferable findings and it mainly depends on how explicit, detailed and thick descriptions of phenomena are presented. Sufficient thick description of the particular phenomena allows readers to understand the context in which certain phenomena exists and, in case of context is found to be similar to the one that occurs to be in other people lives, the findings can be transferred and

applied to their social settings (Shenton & Smith, 2004). Thus, thick description of the phenomena is the main tool to deliver transferable findings.

Thirdly, dependability – it is employed to record the way data was gathered in order to be able for the other researchers to mimic the research in other conditions and compare it with the findings that were drawn while using the same methods (Bryman, 2012; Shenton & Smith, 2004).

The fourth aspect that is a part of trustworthiness is conformability. Conformability is about presenting the findings from the informants' point of view and avoiding researcher's personal beliefs towards certain topic (Bryman, 2012; Shenton & Smith, 2004). Thus, according to Shenton & Smith (2004, p. 72), "the role of triangulation in promoting such confirmability must again be emphasised, in this context to reduce the effect of investigator bias".

To sum up, these four aforementioned aspects of trustworthiness were kept in mind throughout the process of data collection and analysis of it.

3.7. Limitations

The thesis possesses few limiting factors that can be avoided or considered in case of similar research topic will be undertaken in future.

Firstly, due to constrained time and resources, the authors of this thesis have been ongoing making decisions based on their ability to contradict and prioritize what should be studied and what should be passed on for recommended further study. Given that both authors have been working jobs on the side while writing this thesis, one of them part-time, the other full-time have been a big challenge throughout the framing time period of this thesis. This limitation has not only forced the authors to use weekends, and evenings to work but also their saved-up vacation days in order to manage to have time enough to get the final thesis done. In many ways during working on this thesis both authors have been reflecting the material they study in their own lives and by that they were able to use this for supporting data. So, in that sense, limiting factors have been tried to be turned into advantages.

Another limiting factor is the limited literature written around the topic of bleisure. No matter how much time were used in searching for academic articles on the subject of bleisure the authors only managed to find one article directly studying the concept of bleisure. Thus, given by this fact

the authors quickly realized a big gap in literature and found themselves just more curious in investigating the matter further and see if they are able to close any gaps in literature or even develop some sort of founding knowledge on the concept of bleisure for further studies to draw upon. This limitation first seemed challenging for the authors, thus they managed to use relevant theories and adapt them in their favour.

In addition to this, the given access to interviewees were limited although a greatly effort by both authors trying to pull candidates through each of their networks. In the end they managed to convince some colleagues from their work, plus a couple found through the social media. None of the found candidates were identified to work for a company that was using bleisure actively as a HRM tool, thus the authors is aware of some companies doing exact that. But again, the authors have tried to contact those companies without any luck. However, since they did not have any luck in getting the perspective from a company using the concept already, it only contributed in the authors to immerse even more in those companies who were willing to letting their employees be interviewed, which resulted in a much more original and creative approach.

3.8. Summary

To recap, the methodology chapter rationales social constructivism as a key approach that determines the need of relying rather on qualitative approach than on quantitative approach. In addition to this, explorative research design has been presented as the best fitting one for investigation of such a poorly investigated topic. Subsequently, since these approaches have huge influence on the way this research is being carried out, it laid the path to pick particular methods to collect data that produce qualitative data used in qualitative research, i.e. semi-structured interviews and self/auto ethnography. Then it has been followed by brief description of thematic data analysis as one of the ways to scrutinize data. Apart from credibility, transferability, dependability and conformability have been introduced as the aspects that have been taken into consideration while evaluating trustworthiness of gathered empirical data.

CHAPTER 4 - ANALYSIS

This analysis chapter seeks to present and discuss key findings that have been retrieved from the empirical data, mainly semi-structured interviews and auto/self-ethnography. In addition to this, primary data has been complemented with theories drawn from scholar literature and secondary data.

The analysis is divided into three parts. The first section explores the way bleisure is defined and coalesces different sources of data as well as interviewees approaches towards it. The second section seeks to dig into different factors affecting employees' decision-making process regarding bleisure. Then it is followed by the third section that focuses on bleisure impacts in the employee as well as the company. The analysis chapter is structured in a way that would facilitate the process of developing specific knowledge required for eventually be able to answer the main research question and develop some practical suggestions.

4.1. Defining bleisure tourism

On the surface, most interviewees (five out of seven) seem to be aware of the overall concept of bleisure tourism and define bleisure as a mix between business and leisure. For example, respondents 3 and 6 said:

> *"I do know bleisure tourism as a mix between business tourism and leisure tourism and it can be both in conjunction with a business trip in my opinion but it could also be that you are on a business trip and you catch or you find inspiration in a destination to which return either with or without you family" (Interviewee no. 3)*

> *"Yes I do that quite often, mostly on the longer trips outside of Europe and it is where I usually end up adding a couple of days usually after the work has finalized otherwise when the work is over I usually tend to go out and experience something" (Interviewee no. 6)*

This general definition of bleisure is widely shared and supported by the findings in secondary data with all 15 articles gathered from blogs and news websites (Appendix 3) defined bleisure as of a mix between business and leisure.

However, the empirical data reveals much more nuances beyond the general definition, which helped to shed lights on the different perceptions of bleisure tourism.

4.1.1. Industrial versus postmodern views of bleisure tourism

Some respondents believe that business and leisure should be clearly separated (either by days or hours devoted to each activity), while others suggest a more blurring line between business and leisure activities. This shows how the shift in the paradigm of tourism structures from the industrial to the postmodern structure, not only occurred in leisure tourism but as well in business tourism. It has been widely studied by academics how the postmodern tourist is seeking new experiences and are motivated by new more individual tailored solutions in contrast to the the more traditional offerings of group tours and mass tourism (Dujmović & Vitasović, 2015). This shift has resulted in new studies presenting new typologies as they are developed continuously owing to the fact that "Tourists are no longer passive consumers, but they actively participate in the process of creation of the tourist experience" (Dujmović & Vitasović, 2015).

Industrial view reflected in bleisure

An example on how the industrial view is still being utilized by some business tourist is shown in acts of how some respondents expressed bleisure as something with work and leisure time clearly divided from each other, as it is depicted in the following quote:

> *"it might just be me, but I think it needs to be divided, otherwise I don't perceive it as bleisure, then it's just yea I am trying to make the most out of a stay because I have to be there. I can still do a morning run I can still eat at a nice restaurant, but it needs to be separated" (Interviewee no. 1)*

This attitude reveals how the separation parameters are measured in days. If the employee conducts recreational activities on a day with business activities planned as well, it is not perceived as leisure, thereby the inability of defining the trip as bleisure accordingly. This attitude in an industrial view were also experienced by Zaki (co-author of the thesis) on the first bleisure trip as following example reveals:

> *"We were looking forward to these days of pure fun and no work, but we also seemed very agreeable on the focus on getting work done before we could allow us self to enjoy a day without doing any work" (Reflection note 1.1; Zaki)*

In this example the concern of getting the work done before being able to fully enjoy a full day for leisure was shared as an important feature which also characterize the industrial view in terms of separating work from leisure.

Another example that propose the idea of separation parameter, not measured in days but rather measured in hours:

> *"Sometimes in a night, you are still with clients, so that's definitely for my business. Other times it would be, going out with your colleagues for dinner after a day of meetings, that is still business. So it would be if it's totally on my own, then, of course, it's not business related, but... for me it would be like, that you are playing down the hours that I've put into a business trip that would still be my business hours"* (Interviewee no. 2)

In addition to this, it is also supported by self/auto ethnography. The industrial view is clearly presented in how one bleisure trip were planned by Vytautas (co-author of the thesis) with a pre-structured schedule for each day during the trip:

> *"I decided to divide it into two writing sessions a day, i.e. one in the morning (8 a.m. - 12 a.m.) and the other one in the evening (7 p.m. - 11 p.m.)"* (Reflection note 1.4; Vytautas)

As it can be gathered from previous examples, a clear time structure is a necessity for the industrial type of bleisure tourist just. This shows how the industrial view is present, as long as a clear line between work and leisure has been planned or executed by the bleisure tourist no matter if it is done in matter of days or hours.

Postmodern view reflected in bleisure

Others expressed a more surprisingly postmodern understanding of the concept, that didn't depend on time dividing but instead challenged the authority of professional boundaries, being a fitting character for what literature claim to be consisting of "highly diversified patterns of interest and activities" (Dujmović & Vitasović, 2015). In this example we see how the subject do not require a clear separating line between work environment and leisure activities:

> *"it's kind of a mix, all the way through whatever purpose you are going abroad for. For example, trade shows and workshops with partners, there is always a leisure element in it. Cause you might be working during a day, then in the evening you do something that is more as leisure, but it's still with your coworkers"* (Interviewee no. 4)

The definition of bleisure is constructed by a reality of the employee enjoying themselves with business related activities such as dinner parties, trade shows and workshops. In that sense the factor separating leisure and business is not present and the leisure parameter is measured in levels of satisfaction and not regarded as something not work-related as the previous examples

of industrial views depend on. In this sense the postmodern view affiliated with bleisure is seen in how the boundaries between work and leisure are broken in contrast to the more traditional clear division of it (Dujmović & Vitasović, 2015).

Furthermore, the authors also had some few encounters with the experiences of actually enjoying and perceiving the work as a fun activity, which in that sense made them able to blend the concept of leisure into what also would be considered as work by them, as seen in this following quote:

> *"When it was time for the interview, we connected with the person we were interviewing. We then had a G&T and a Dark and Stormy drink each since we thought it could be funny to have an interview in a more casual setting and because that we this time were interviewing a person who also liked to have drinks with clients when traveling for work"* *(Reflection note 1.5)*

In the process of studying the concept of bleisure new insight were given to the authors of this thesis via knowledge of the conducted interviews. Bleisure proved to be defined very differently by each of those interviewed which inspired the authors to experiment with more postmodern structures of bleisure while reflecting on their own experiences. This made them more able to evaluate on why some choose to define bleisure as something entirely separated by days in contrast to others who choose to define the concept as something that could be separated simply by a matter of hours during a day or having the bleisure feeling fulfilled simply by making the working sessions more enjoyable , which is illustrated by the following example:

> *"we enjoy the company of each other and have lots of fun most of the time… In this sense I define bleisure as also being achievable by using the evening of a work day for fun activities"* *(Reflection note 1.5)*

Thus, this part of analysis reveals two broad types of bleisure travellers, i.e. industrial and postmodern type of bleisure travellers. However, the authors of the thesis acknowledge the need to dig in deeper into different types of bleisure travellers.

4.1.2. Typologies of bleisure travellers

While, secondary data primary simply describes the type of bleisure traveller as a business traveller or corporate employees (see Appendix 3.2), empirical data extends already set up typology of bleisure travellers proposed by Lichy & McLeay (2018). For example, Research-active trailblazers, Altruistic knowledge sharer and the Escapers are the one that match mostly with

identified types through empirical data analysis. However, all of the types brought by empirical data do have, to some extent, inequalities when it comes to this typology brought by aforementioned scholars.

Students as Altruistic knowledge shares

Both authors were under occupational titles as master student during their own bleisure trips described by self/auto-ethnographies. Thus, the question of whether a student could be qualified as a bleisure tourist under the circumstances of them traveling with purposes of school work while at the same time having time off for leisure had been raised.

The answer to whether students could be qualified as bleisure tourists could be confirmed by the literature review on the type called altruistic knowledge sharers, described by Lichy & McLeay (2018) as *"senior academics, eager to share knowledge while travelling"*. The type is described to have less obligations to their home institutions and seek to share life experiences with others on their journeys. This partially fit both thesis authors' profiles since both of them are studying and therefore they distinguish themselves from full time employees by the fact that they are not fully committed to a company and thereby not bound to follow a certain structure of the bleisure trip. Students owe the biggest responsibility to themselves and therefore they are also fully able to plan and decide how to structure their bleisure trips.

The difference between the altruistic knowledge shares and the students is though, clear adorned by Lichy & McLeay (2018) describing the type to be in the end of their academic career and finding joy in sharing their knowledge in that sense when traveling, while the authors of this thesis were student not situated in their in the higher end of the travel career ladder. Furthermore, how they mainly used their leisure time for having breaks while working on their thesis as demonstrated in the reflection note:

> *"Felt that I was on work since we met up early in the morning and went straight to work in a very focused way. Agreed on that since it was a Friday, we would go out in the evening to party a bit" (Reflection note 1.1)*

This statement illustrates how the authors were making up the plan ongoing throughout day to day and were able to stop working at any given time if they wanted to. This is in stark contrast with the traditional business travellers, where business trips usually are preconstructed:

"workshops that I attend is a two- and half-day event and they always start a on a Thursday and they always start officially at 5pm o'clock with a reception and then a dinner and then the next days are meetings. But in-officially as an offer and to basically put people together to show them the destination, they always started with a city tour at twelve or something and this city tour could be walking or it could be biking or it could be sailing and then with the lunch and then it starts" (Interviewee no. 1)

In this example it is clearly illustrated how the employees have very little control of the activities, given that they have to attend specific meeting or conference to represent the company and thereby attend all pre-scheduled activities.

Finally, in the typology of the 'altruistic knowledge shares', one more criteria is partially shared by the students and the senior academics. They both have the same eagerness to share both research findings and life experiences with others on their journeys (Lichy & McLeay, 2018). As it is demonstrated by the following reflection notes:

"I was looking forward to finally being able to share all my findings and being able to discuss our research together face to face, since this way seemed much more productive in sharing knowledge with each other compared to when using skype calls, which often proved to be sometimes hard to deliver and receive new findings while making sure that it was understood fully" (Reflection note 1.5)

In this reflection note it is clear that an eagerness has been built to share the finding of research and given the chance to work face to face. Thus, once again the determination of the candidates fitting to this typology proposed by Lichy & McLeay (2018) is determined by the goals with the bleisure trip and how the leisure time is used different from how student usually would. By that fact this typology would be considered not fitting for student according to the empirical findings, disregarding the resemblance. Since the senior academics would be driven by altruism which implies that they are so passionate about their own knowledge that they would use any chance given to share it with others (Lichy & McLeay, 2018) which is not the case of the authors of this thesis reflections.

Escapers

Another type identified among the interviewees was the escapers, who are generally known for being those who want to escape the everyday routines and seek autonomy (Lichy & McLeay,

2018) which is generally shared by the traditional leisure tourist. This type once again reflects some motivational factors in the types of both authors as students, one of them being the autonomy, which is argued by empirical data to consist in the fact that some students seek the opportunity of studying abroad and build their self-identity.

As following example shows, one employee preferred to set aside all work during the leisure time and found it necessary to both physical and physiological disenchant them from work:

> *"So very often when something is ended then I choose a different hotel which I actually like for my personal point of view or even Airbnb. So basically, I physically try to move away from the work environment" (Interviewee no. 1)*

The employee further explains that the reason for going on a bleisure is to get a mental break from both home and work:

> *"it's a mental break. Basically, the leisure for me is a mental break from work or from home, from dish washing or from kids etc. it's a break!" (Interviewee no. 1)*

This tells us that the employee seeks to escape some of the daily duties that exist with being a mother and a full-time employee. Literature informs us that, the disciplines of basic needs are not included in the perception of leisure, such as cooking, cleaning and going to work, but instead the pursuit of personal hobbies, socializing and relaxation (Baud-Bovy & Lawson, 2002). That is also what is seen further explained as a personal pursuit by the same employee in following statement:

> *"I used to do salsa dancing and I would basically really look at the destinations where I went... go in one night before... So that was really bleisure because that was when I really enjoyed it" (Interviewee no. 1)*

Research-active trailblazers

This type postmodern bleisure tourist is shared by several of the interviewees (Appendix 2.4, 2.5, 2.6) as they all seek "to achieve self-imposed goals for personal or professional gain" (Lichy & McLeay, 2018) and use their spare time for this on their bleisure trips. The following example shows how one interviewee choose to use the spare time intentionally for spending time with the co-workers, and trade partners:

> *"I choose to spend my spare time, most of my spare time, with coworkers in the industry. Of course, it depends on your personality, whether you like doing that, whether you like mingling… I sit in a plane with them for a couple of hours, I dine with them every night*

during a tradeshow… It's not work related, but then again it does become work related because you create a trust relationship" (Interviewee no. 4)

One of the big motivational factors here would be the relationship building through dinner and mingling. The aspect of networking shines through, which is partially explained by the literature as the employee being the Research-active trailblazers, thus the authors of this thesis would argue that a new adapted type should be rather called as networkers. It would fit the type of interviewee no. 4 better, as the occupation is not academic. Furthermore, the argument of developing a new type could be backed up by following statement found in secondary data:

"according to trend forecaster Miriam Rayman, millennial bleisure travelers are more likely to turn an evening out into a networking opportunity" (Vivion, 2016)

This quote is telling the story of millennial bleisure travellers, and reveal how a tendency of preference in using the spare time for networking opportunities is something that apparently is happening to an extend that trend forecasters would mentioning it as a new trend, which also link the type of networkers to the postmodern view.

Freelancers and Digital Nomads, i.e. FreeNo

As freelancers are mainly described by the literature review as those who are not attached to one destination (Shevchuk et al., 2019), they still are able to have job positions that require them to meet face to face with clients in same and other destinations. While the digital nomads have even more freedom movement, since their job positions typical consist entirely through digital means, which usually could be achievable as long as they have access to internet (Reichenberger, 2018). They are both motivated by the mean of being free to live and move around wherever they want while still being able to keep their jobs.

As one of the interviewees were identified to be a freelancer thus, with nomad tendencies incorporated, as the interviewee informed the interviewer that he had been shifting residency between Denmark and USA and the company he was working for was located in UK:

"I work as a freelancer in a full-time role for a UK company" (Interviewee no. 6)

This type of bleisure traveller identified, would be what the suggestion of the authors of this thesis describe as a blend between nomads and freelancers, called "FreeNo". This type is a more challenging type since it has very blurred boundaries in how their bleisure trips are structured and

are a prime example on what literature describe as part of the postmodern paradigm of tourist types. The motivational factor is very clear and recognizable in what empirical data argue them to have, as shown in following example:

> *"Because it gives me the option to explore all kinds of culture locations and new people and at the same time I have an ever changing work environment, So I would actually say that makes me more motivated than when I work a home as well, because there are so many breaks and change of scenery" (Interviewee no. 6)*

As it is told in this quote, the interviewee of FreeNo type is motivated by the ever-changing working conditions. Once again, the escaping factor is somehow recognizable in this type as well as FreeNo's seek the autonomy and wish to escape rooted job positions in one destination.

4.2. Factors influencing bleisure travellers' decision-making

Since the second research question aims to dig into different factors that have influence on decision-making process whether to go on bleisure or not, it has been noted that such factors can be classified into two main categories, i.e. employees personal factors and companies inner policies considered as factors affecting employees decision-making. Thus, this section of analysis has been structured based on aforementioned classification.

4.2.1. Employees' personal factors

Return home to family

To begin with, it is important to emphasize that six out of seven interviewees have talked about family's role in deciding whether to prolong their business trip and turn it into bleisure or not. As a result, it can be assumed that this is a factor, which has high impact on decision-making. For example, Interviewee no. 2 has stated that sometimes she finds herself willing to leave a destination right after all business has finished in order to go be with her family:

> *"it's not something that I can afford to every time, because I have a family and also vacation days is something that I would spend with them… I have had that 'Oh I do not want to be here so long, I'm just going to fly out as soon as I can'" (Interviewee no. 2)*

Reflected in this example we see an issue of having to spend saved up holidays for the bleisure experience which is valued much higher spend with the family. Moreover, Interviewee no. 2 mentions that there are some other factors, but still related to family, that determines her ability to turn business trips into bleisure:

"you really can't afford to be away from the office as well as from family that much, that's one thing. But also, if you do have a family and if your spouse is traveling as well, how much is your spouse traveling… If I were alone on my own, I think it would be just a financial issue, 'can I afford to stay on two days more to experience a destination'" (Interviewee no. 2)

By this statement it is further concerned that the travel patterns of the spouse come into a play before even considering the possibility to go on bleisure. Thus, having a family requires to adjust plans according to other family members, which sometimes might be complex thing to do. While, being solo does not involve several stakeholders, and mainly employee depends on its own plans solely. The same pattern has been revealed from interview with a Human Resource Manager from CopCap company, i.e. Interviewee no. 7:

"I know that many of the employees at CopCap do this quite often, usually the younger ones without kids… Because those with family and kids at home, rather just want to go home and take care of them. Usually in families there are daily routines of getting the kids to school every day and making sure that everything is taking cared of at home as well nursing the relationships with your spouse and kids" (Interviewee no. 7)

Scholar literature supports the same argument based on employee's desire to balance both spheres of live, i.e. work and family life (Easton & Van Laar, 2018). Thus, spending more time in a destination without a family could contribute to plausible life imbalance.

Interestingly, the same tendency of considering family as an important factor has also been noticed from employees not having a family point of view. Apparently, it can be explained due to increased responsibilities in personal life. Both of interviewees without a family mentions it as an impactful factor that could affect their travelling on bleisure pattern:

"I will say that if I had a family waiting at home, I would most definitely cut some of the business trips. At the moment I'm just trying to prolong all of my trips, to get most out of it and connect it with seeing friends and stuff" (Interviewee no. 5)

The other interviewee says:

"I think that this lifestyle will stick to me, and of course I am single and I don't have any kids so that could change in the future, but the current situation I would always look for something where there are a lot of opportunities to travel" (Interviewee no. 6)

This tendency of younger employees more likely going on bleisure has been justified by the Human Resource Manager as per following:

> *"While younger employees without kids or family in that sense have less attachments and responsibilities to take care of at home and leaves them with some sort of freedom to go extra days explore culture and gain geographical knowledge on the destinations they visit"* *(Interviewee no. 7)*

However, such topic as how family affects bleisure travelling patterns has not been studied by scholars yet, and thus literature neither confirms nor denies the factor of family that has been found as relevant aspect that could change bleisure traveling patterns based on primary data.

Balancing work and family

Due to the fact that family plays an important role, a willingness to balance work and family lives has been noticed as another important factor that affects a decision to opt for bleisure trip. To be more specific, based on the primary data there have been revealed two ways of how bleisure tourism contributes in dealing with work and family balance: 1) break from both work and family; 2) bringing family together on a bleisure trip.

One of the ways is that bleisure gives employees an opportunity to have a break from both work and family life. From the first sight, it might seem that in case of bleisure has been done without a family it could increase the chance to end up in having work-family conflict (Drobnič et al., 2010), due to the fact that bleisure trips are in most cases longer than a regular business trip given that the leisure days are usually added. According to literature, frequent business travelling often leads to work-family crises, in addition to this and by theory bleisure would only contribute in the aspect of spending more days away from family resulting in possible work-family conflict. However, empirical data present another reality, which is depicted in the following quote:

> *"everytime we did an event there were some people in my team who would really finish the event and rush of to the airport and get the flight and go home. I did that a couple of times and I just realized that when I did that, I came home being tired and in a bad mood and I wasn't a good girlfriend and I wasn't a good daughter... I wasn't really a nice person… I stayed a day… So, when I came home I could be a nice girlfriend I could be a nice daughter I could be a nice sister"* *(Interview no. 1)*

Thus, based on this quote, in case of bleisure has been done solo, an employee might return back home to family being well rested, in a better mood and prepared to get back to daily routine. Moreover, it is backed up with theory stating that there is an escaper type of bleisure travellers (Lichy & McLeay, 2018) which has been described in the section 4.1.2.

Another way to balance employees' life is to bring family together on a bleisure trip. Since some of the employees having a family feel more obliged to spend more time with a family, this type of participants from time to time brings family together on their bleisure trip. According to Interviewee no. 1, she tries to take advantage of business trips and in this way to balance family life. Interviewee says:

> "I always have a focus on when I travel if I can benefit myself personally or my husband. It's like 'ok we can have one night out, that's fine you come with me'. Or last year my sister got divorced and I said 'you know I have to be in Barcelona for 3 days, I have to work the whole time… Come with me! we can have a late dinner together and you stay with me and you enjoy Barcelona and we wake up together and we go to bed together'… My kids have been there as well. I always try to benefit where I am" (Interviewee no. 1)

Scholar literature has not provided statistics regarding the tendencies whether bleisure travelers tend to bring their family member along the way or not. Data from the industry however present conflicting statistics. For example, one of the secondary sources mentioned that slightly more than half of respondents bring their family on bleisure trips (Bridgestreet Global Hospitality, 2014). Meanwhile another source of secondary data claims that 36 percent travel with a family on bleisure (Egencia & Expedia, 2018), which insulate that this custom is being used vastly.

Family as a source of distraction

Continuing analysis of factors, employees who do not tend to bring their family along on their bleisure trips cited one main reason for this. Apparently, they felt that this would create a distraction from business activities. Three out of five research participants that have family perceive bringing a family on the same bleisure trip whilst business has not been finished as a distracting factor. As it has been stated by one of the interviewees:

> "it's an individual thing, but if I go somewhere and it is for business, then I'm very focused about what I'm actually going there for. So, I don't like combining it. It would conflict my focus" (Interviewee no. 4)

However, Interviewee no. 2 noted that she feels comfortably being in the passive role, i.e. joining her husband on his business trips. As she answers to the question whether her husband prolongs his stay to have some days with her was as per following:

> "Yes, he has done that... So that works very well for me, for the kids… 'at the end of the day, it hasn't been a true vacation for him, it's nice that we've been there, but it hasn't been like time off entirely for him'. But I used my vacation days, but he still has them. I mean, it's only vacation for half of the family in that sense. You are not together all the time" (Interviewee no. 2)

Nonetheless, scholars have not discussed this topic yet, and it can be justified by scarcity of literature about bleisure. Worth mentioning, other scholar literature related to tourism and relationship dynamics within family while travelling has not been found that could be used to either support or contradict the assumption made based on primary data. However, such situation of not be willing to bring family together can be grounded by statistics found on secondary data that generally reveals that bleisure travellers tend to go alone on bleisure trips (Bridgestreet Global Hospitality, 2014). The factor of bleisure being a combination of business and leisure makes employees struggle to fully commit to both of aspects during one trip. Moreover, primary data suggests that employees tend to choose to be rather fully immersed in the business.

Friends as supportive companions

On the other hand, bringing friends is not associated with being distracted from business. On the contrary, it serves as a positive factor to opt for bleisure due to friends are considered to be the ones that might help for employees to do both, stay focused on business and fully enjoy leisure part of the trip (Reflection note 1.4). In addition to this, Interviewee supplements this argument by stating:

> "So, I think it makes huge difference if you can get somebody to tag along, or even just get introduced to people in the city that you can meet up with, expanding your professional network as well as your personal network. So, I think it makes a huge difference" (Interviewee no. 5)

However, based on the interviews it is not very common to bring friends together on bleisure trip. The same tendency is supported by scholar literature, where it is stated that digital nomads, i.e. FreeNo type of bleisure travellers, evaluates possibility to enjoy the time with friends while being on bleisure as the least important factor when deciding whether to extend their stay in a

destination or not (Richards, 2015). In addition to this, secondary data shows that even though it is not very common to bring family members or friends on a bleisure trip for younger employees, they still would like to bring them (Bridgestreet Global Hospitality, 2014). Thus, secondary data correlates with data retrieved from interviews, given that, according to the survey conducted by Egencia & Expedia (2018), 64% of the bleisure travellers do not bring their friends.

Preferred structure of bleisure

Digging deeper, it has been noted that there is a difference from employees' perspective whether the leisure part of the bleisure trip has been done before or after business duties. Furthermore, it is considered as a factor in deciding whether to extend a stay or not. To be more specific, there are two different types of employees, i.e. those who strictly aim for having days off in prior of business commences, and those who prefer days off afterwards. Two of the interviewees are more willing to extend their stay by taking days off after business is done, owing to the fact that it is more difficult to detach their mind from business if leisure time is in prior of business. To illustrate it, following quote is presented as per following:

> *"I prefer after, because I'm very focused before going on a business trip, prepare for the meetings, prepare for presentations, so I like to do it after. It's a treat. Whereas, if I'd start by having two days off and exploring, then I have to get into a zone again 'Ok I'm actually on business, I'm not on vacation'" (Interviewee no. 2)*

Similar notion of such preference has been brought from self/auto ethnographies which confirm this notion to be something of an important consideration in planning a bleisure trip:

> *"I felt like in holiday this moment, even though just a moment ago we were working on our thesis. But sitting in the sun and sipping refreshing cocktails with two pals was relaxing and fun" (Reflection note 1.7)*

In contrary, employees who claim that they prefer having days off before business, they tend to say that they are too tired after business is conducted. For instance, Interviewee no. 4 states:

> *"it's always if you want to add another day or two, that's what I'm doing, you always do it before event starts, not after. Because after you can expect, that you are pretty drained and tired" (Interviewee no. 4)*.

Discussing it further, as it can be gathered from this part of analysis, possibility to have days off before or after business has been conducted is considered as a relevant factor that either

encourage employees to go on bleisure or discourage depending on their preferences. According to literature found on leisure tourism, it is stressed that tourists are driven by different motives to go on leisure trip (Chang & Chung, 2018). For instance, one type of leisure traveller would prefer to go on sightseeing tour, meanwhile another type, according to Tribe (2005), would find leisure aspect sufficiently covered by simply reading a book by the pool. Hence, this justifies employees having different preferences regarding how bleisure trip should be structured, due to the fact that they have different needs and visions towards their leisure time spent while being on vacation.

In addition to this, it has been noticed that employees without a family perceive bleisure not necessarily strictly dividing leisure and business time, but rather blending it. For instance, one of the interviewees says:

> *"I would say that it is both given the nature of the work I do it is very much, relationships build up with the clients can easily extend into a business lunch or business drink. So, I would say that both my professional and personally network is expanding as an effect of the bleisure concept" (Interviewee no. 6)*

The feature of blending work and leisure with no strict separation fits with the theory of postmodern thinking proposed by scholars (Dujmović & Vitasović, 2015).

The factor of an attractive destination
Moving forward, primary data suggests that attractive destination plays an important role as a factor. To illustrate this, following quote is presented when talking about bleisure:

> *"it can be motivational to go to an exciting destination and make a combination of a few days off and see it and have that experience" (Interviewee no. 3)*

Similar argument has been said by other two interviewees that makes this aspect of destination more relevant to emphasize. Nevertheless, secondary data also supports the same argument by claiming that far destination seem to be 5 times more motivating in extending a stay than destinations which are located close by (Egencia & Expedia, 2018). Moreover, this motivating factor of a destination is backed up with a literature where it is stated that experiencing foreign culture and escaping the daily routines motivates people to travel (Chang & Chung, 2018).

The scare factor of workload

Apart from the aforementioned factors, intense work schedule and high pace or huge load of work has been mentioned as a factor that highly retreats employees from going on bleisure. For better illustration the following quote has been added:

> *"When you have a very busy work-life it can actually be more stressful to take those days of because you know that your inbox is just growing by the minute... so there are another potential stress factor in the work that we do here, because I don't have anybody who looks after my inbox when I am away. It just keeps ticking" (Interviewee no. 3)*

It has been noticed that the factor of workload has become an obstacle for many employees interviewed by the authors of the thesis. Therefore, it should be considered for further discussion of how working conditions need to be formally adjusted in order to make the bleisure concept function appropriately.

4.2.2. Companies inner policies affecting employee's decision-making

As empirical data reveals, personal factors affecting employee's decision to go on bleisure, it has been decided to dig into different companies' policies that encourage and discourage employees to turn business trip into bleisure.

Based on the knowledge gathered from the literature review, there are companies which have such policies that could be classified based on their approach towards employee's personal life (Kirchmeyer, 2000). Apparently, some of the companies occur to be more involved in assisting employees to balance their lives, it is meant that employers might use some of the HRM tools that would contribute to increased balance of workers lives. Meanwhile, the other type of companies have policies with strict separation between work and non-work activities, and do not play a role in helping out employees to sustain balanced lives. Companies that offer encouraging policies to go on bleisure are considered to be as the ones that do care about employees balanced lives, and vice versa. Thus, the same pattern has been noticed based on the gathered primary data. Cases in which companies have such policies that discourage or encourage employees to go on bleisure are analysed within this section.

Discouraging companies policies

To begin with, discouraging aspects of companies' policies are presented in following paragraphs. According to Interviewees no. 1;2;3;4, organization in which they work for does not make favourable conditions for them to go on bleisure trips due to several aspects. First of all, it has

been noticed that interviewees mention that they have to utilize the PTO program (Paid Time Off) by using saved up vacation days to extend their stay in a destination. However, employees tend to complain about this issue, due to the fact that they would be more willing to rather spend their vacation days with a family:

> *"I have a family and also vacation days is something that I would spend with them, things like that. You know, sometimes I realize 'o yeah wore those days that I spent these vacation days on my business trip last time'" (Interviewee no. 2)*

From this concern of them having to use the saved-up vacation days is an issue usually connected with the fact of the interviewee having a family with whom they rather want to use the saved-up vacation days.

Moreover, even though employees have decided to opt for bleisure trip and use their vacation days, they are still asked to pay a difference for flight tickets in cases flight tickets are more expensive compared to those which would have been considered sufficient for a business trip. As it has been said by Interviewee no. 4:

> *"If the ticket on Saturday is a lot more expensive than leaving Monday morning, then you just need to clear it with your boss. Cause, you should pay the difference" (Interviewee no. 4)*

Apparently, there are two factors covered in this statement that affect the decision making, i.e. clearance with a boss and economy. Even though the interviewee seems to consider the clearance with the boss less challenging, as it is formulated as something that you simply "just" have to do, this is still a part of the process which does not facilitate the decision making in any easier way.

Moving forward, talking in terms of economical factor, even though it might be considered as a small obstacle that is needed to get over with, obviously it still plays a role in retreating employees from going on bleisure. However, there have been noticed more challenging economical issue than simply paying a difference for flight tickets, i.e. additional expenses needed for extended stay in a destination:

> *"I mean they don't cover the hotel. They only cover the hotel until Friday and if I stay until Sunday it's on my own expenses" (Interviewee no. 1)*

However, apart from discouraging factors within companies' policies, there have been found encouraging factors as well.

Encouraging companies' policies

Following paragraphs will focus on encouraging factors that motivate employees to go on bleisure. As it has been noted from interviews that the possibility to bring a friend or family together would be determining factor to opt for bleisure:

> *"that would be cool to have extra days on my own time that would be paid by the company'. However, I wouldn't enjoy as much on my own, so it's nice to share those things, so time off is nice to share with somebody and if you are not doing that then I'd rather be home with a family" (Interviewee no. 2)*

Important note needs to be made that the factor of bringing family appears to be more important for female compared to male employees, as the following quote suggests:

> *"I think it's easier for men to leave the family and the kids behind, than for women I mean for a mother. It's difficult to be away from kids as a mother, more than what I can see with my husband because he is fine you know, and I am like (Sigh!) 'how can you be a whole week away?'" (Interviewee no. 1)*

This empirical finding is supported by scholar literature that claims that female workers are more eager to have work-family programmes employed in their companies and it assists in decreased staff turnover due to the fact that it contributes to better balance in life and therefore better job satisfaction (Poelmans, Chinchilla, & Cardona, 2003). As a result of this, such possibility of bringing family together seems to be more relevant and more encouraging factor to go on bleisure for some employees more than others.

Another factor that has been identified is flexibility within companies' policies. Interviews reveal that employees can be asked to cover some business meetings while going on their personal trip, by that given it is clear that bleisure not necessarily should be initiated by the employee. This situation is depicted in the following quote:

> *"There are two different ways how we do that. There are people anyway going there for business purposes and meeting their acquaintances, exploring the city and so forth. If they anyway going there for fun, we are trying to say, 'ok if you anyway there, maybe you can take a meeting and stay a day longer, we would pay for your flight'" (Interviewee no. 5)*

The two approaches are both encouraging bleisure in that sense that the employee is encouraged to explore the city while being on a business trip, which would, according to literature and the interviewee, be regarded as a leisure element added to the business element. While in the other approach, the company is claimed to seek opportunities in taking advantages of the employees being located in destinations for leisure purposes, but then offered to attend in a meeting in exchange of the company paying for the flight. This approach is viewed by the authors of this thesis to be the more challenging one, since it requires a company to interfere with employee's private time, meaning they would propose to turn it into a PTO to some extent. However, given that employee's leisure time might be interfered by company's own interests, such way of travelling on a bleisure might affect negatively the employee's life balance.

As a result of this part of analysis, there have been identified factors from both receiving and providing ends, i.e. employees and companies sides, that are important ones in deciding to go on bleisure.

4.3. Impacts of bleisure tourism

The third sub-question seeks to analyse the impacts of bleisure tourism. The impacts can be drawn from two perspectives, i.e. 1) how bleisure tourism affects employees and 2) how does it affect companies. Analysis of this chapter would lay a foundation for being able to answer the main research question.

4.3.1. Bleisure tourism impacts on employees

Various key impacts on the employee have been identified through data analysis that are discussed as per following. Motivation at work, Balance in life, QoWL and lastly the QoL.

Motivation at work

The most striking impact on employees is increased motivation *a*t work after a bleisure trip. It appears that eight out of nine research participants do believe that bleisure motivates them to perform better at work. The way bleisure increases employees' motivation is perfectly reflected in following quote:

> *"I believe that you get skilled from traveling and having fun, and you enjoy yourself which makes you feel more motivated" (Interviewee no. 5)*

However, it does not say that much in what ways it motivates them, thus it was decided to dig in deeper and find the most appealing aspects of bleisure that elevates employees' motivation. To begin with, flexibility is the one aspect that is the essence of bleisure, and as it can be drawn from the interview with the Human Resource Manager, bleisure tourism is mainly related to the flexibility that is given by a company to employees, and it is very much valued by employees:

> *"we value the flexibility of our employees very much, since we see the effect of them through internal and external survey conducted on this matter. It is clear that the employees appreciate the possibilities of taking days of when traveling and make use of it a lot" (Interviewee no. 7)*

As it can be gathered from scholar literature, flexibility, which is highly associated with possibility to go on bleisure, is one of non-monetary reward tools to motivate employees, as well as the key motivating factor for freelancers (Richards, 2015), i.e. "FreeNo" type of travellers.

In addition to this, dynamic has been mentioned as another motivating factor that bleisure offers:

> *"it gives me the option to explore all kinds of culture locations and new people and at the same time I have an ever-changing work environment. So, I would actually say that makes me more motivated than when I work at home, because there are so many breaks and change of scenery" (Interviewee no. 6)*

Apart from previously mentioned factors that contribute to increased motivation, it has been noticed an importance of a destination in which employees are going to on bleisure. According to self/auto ethnography, destination that measures up the wishes and needs one have, has a positive effect on motivation to perform better:

> *"Nida [small summer town in Lithuania] has been picked as the place to be on bleisure voluntarily, unlike the previous two bleisure trips to Copenhagen. Apparently, it played a crucial role in the way I felt throughout the trip in terms of motivation to study. Since it was a springtime and I wanted to be closer to nature, this trip met this need one hundred percent and let me be completely focused on thesis when working on it, and immersed into a nature when it was a time to do so" (Reflection note 1.4)*

As it can be gathered from this example, a difference is more striking when compared FreeNo type to regular business traveller that goes on a bleisure, meaning that FreeNo tends to pick destination depending on their own desires, meanwhile in the case of business travelling a destination is picked based on the interests of the company, e.g. meeting, conference or

congress. In that sense it is more probably that FreeNo type often would be more motivated by going travelling, given the freedom of picking a destination.

However, both authors of the thesis admit that bleisure has a downside in terms of motivation. It has been revealed from self/auto ethnography that participants of the research might end up being demotivated after or while having a bleisure trip. As it can be gathered from the following fragment taken from one of the self/auto ethnographies:

> *"Owing to the fact that this trip ought to combine duties and leisure, and yet it was not possible to cover neither of them, it stifled my enthusiasm and willingness to work hard and have a good time. Thus, I left Copenhagen being demotivated and questioning the usefulness of this trip"* (Reflection note 1.3)

This reflection proves that a good balance between leisure and work are not always achievable, disregarding all planning. Since unexpected occurring can emerge and discourse the possibility to fully enjoy a trip, it might result in a demotivated state of mind by the bleisure travellers as we see in this case.

Apart from ethnography, scholars also claim that business trips have many downsides, one of which is being more tired than during regular work day in the office (Cohen et al., 2018). In addition to this, scientists argue that in case of leisure travel does not measure up the expectations, it leads to disappointment with a trip (Hsu, Cai, & Li, 2010). Thus, the combination of such circumstances has sufficient impact on bleisure traveller's motivation at work.

Balance in life

Digging further, it has been decided to deconstruct bleisure as a concept that covers non-monetary tools used in HRM. As it has been suggested by scholars that prolonged holiday, increased family benefits, flexible working hours are non-monetary tools that contribute to better balance in life (Abdullah & Wan, 2013; Haider et al., 2014; Easton & Van Laar, 2018). According to primary data, the concept of bleisure is seen as, to some extent, covering aforementioned tools.

Uttering what has previously been mentioned, some of the interviewees tend to define a bleisure as a concept that ought to have strictly dedicated days for leisure by adding few extra days:

"I'm traveling around the conferences now and I've been doing this for the last 10 years, i.e. attending conferences but always taking a bit extra days here and there to explore the place that I'm actually at" (Interviewee no. 5)

Thus, in this sense bleisure is rather turned into 'prolonged holidays' in a destination given that they are not being pulled by the PTO in terms of saved up holidays, meaning that value is being added to the bleisure concept in the perspective of the employee.

Given this, bleisure is also designed to create opportunity for employees to bring family and spend time together while escaping daily routine. As a result of this, bleisure might benefit in similar way as 'family benefits' provided by a company, as it is depicted in the following quote:

"it would feel a lot less as a hassle if I brought the family… If they came along and had an experience, then they could walk around with my husband and do something and perhaps we could see each other in the lunchtime. It would be lovely to have them with me" (Interviewee no. 3)

Assumingly, another non-monetary tool that is covered by bleisure is 'flexible working hours'. According to primary data, bleisure as a concept has the promise within itself of flexibility. This is proved by one of the research participants documenting his experience while being on bleisure:

"I was able to work on my thesis as in the office I would normally work (from 9am to 6pm) or divide working hours in several working sessions. Thus, I decided to divide it into two writing sessions a day, i.e. one in the morning (8 a.m. - 12 a.m.) and the other one in the evening (7pm. - 11pm.)" (Reflection note 1.4.)

Thus, owing to the fact that bleisure has a potential to encompass many of non-monetary tools that, according to scholar literature, assist in balancing employees' lives, assumingly bleisure has an affect on employees QoWL. However, it is important to dig into the ways how the concept of bleisure can contribute to employees QoWL.

Quality of Work life

Based on the literature, QoWL is comprised of 6 aspects, such as Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS) (Easton & Van Laar, 2018). Thus, following paragraphs aim to unfold each of these aspects in relation to bleisure.
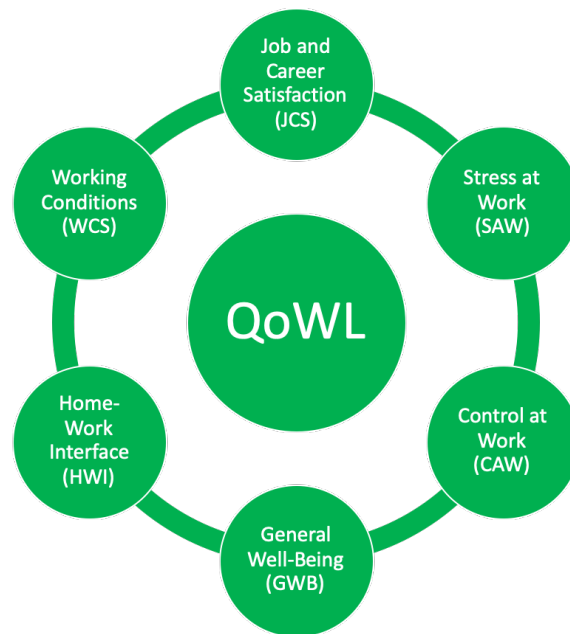
Figure 4 - six aspects of QoWL

To begin with, based on the primary data it has been revealed that bleisure travelling has a potential to contribute to JCS, in such a way of conducting business has been found out to be more appealing for employees than dull business trips. Some of interviewees describe the issue of going to a conference or a business meeting without having a day to explore a destination as something less interesting and sort of unmotivational for them. The issue of traveling to another destination for only having to experience the inside of either a meeting room or a conference exhibition hall is shared by most of the interviewees as something to be a tiring and exhausting experience. This is illustrated in the following statement:

"If it is a pure business, you're landing in the airport, getting a pick up straight to a meeting and then getting back again, then these kinds of trips getting awfully long… Being able to combine business and leisure simply lights you up. And actually... you don't feel that it's a heavy one" (Interviewee no. 5)

Important to notice, this quote also can be linked to another aspect of QoWL, i.e. GWB. As it has been mentioned, that being on a bleisure trip lights the employee up, since it offers the employee to meet his/her personal needs. In addition to this, similar situation has been very well explained by another employee, who mentioned an experience of a previous job position. The employee

revealed how bleisure has been used for going out dancing salsa during the nights after business and how that affected her emotional state:

> *"I would go out, be out all night not have a lot of sleep, but I would arrive to work in a different country being in a very good mood, because I just experienced something really exciting that I liked at that time" (Interviewee no. 1)*

Based on such statements, following assumption can be made that bleisure works as a tool to decrease SAW and in this way also contributes to QoWL. However, it has been noticed that depending on the employee's workload it might either decrease or increase stress at work. The negative outcomes of having bleisure were usually affiliated to the amount of workload and situation in returning to office. This particular concern of workload is shared by the majority of all the interviewees from Wonderful Copenhagen, which could be explained by the many deadlines and responsibilities of them being available to their clients, such as it is revealed by another employee in this following statement:

> *"I think it depends on what kind of workload I have. So, it doesn't make a difference to me if I had a day in Grand Canyon, and I return to work the next day knowing the fact that there is so much work to do" (Interviewee no. 2)*

Continuing further, bleisure has interfaces with CAW. Based on the interviews, it can be seen that bleisure is related to higher control of work, due to the fact that it offers flexibility to employees. To be more precise, the ability of adding extra days to a business trip is perceived as sign of a trust, i.e. the employee is being trusted with the freedom of coordinating their own time in which they are not neglecting their work duties, as it is expressed:

> *"The work conditions that I have is… They haven't really defined a set range of holidays, so I am always free to just say that I am staying a couple of more days." (Interviewee no. 6)*

In addition to this, throughout the analysis of HWI and its relation to bleisure, it has been found that bleisure has a potential to strengthen home-work interface. The key aspect that allows to achieve better home-work balance is by bringing family or a friend with the employee on a bleisure trip. As it has been said, it helps the interviewee to adapt the memories and thereby the total outcome of how the trip is perceived as something more positive than an ordinary business trip with no leisure days incorporated:

"I actually believe that if you allow your employees to combine business and leisure or to bring the family or friends along with you, the employees eventually they get more loyal or love the brand a bit more. Because they are allowed to these things... they combine business with nice and lovely memories" (Interviewee no. 5)

Basically, this statement could be interpreted as the interviewee framing a business trip as something boring and grey not able to generate the lovely memories either alone, with family or a friend.

Talking in terms of the last aspect of QoWL that has not been analysed yet, which is WCS, the assumption can be made that bleisure is related to working conditions mainly due to its main nature, i.e. offered flexibility. Flexible working conditions is an aspect that is valued the most by employees, as it is depicted in the following quote:

"It needs to be flexible. This is the main aspect that I really care about. It needs to flexible to be a value, to be considered as a reward" (Interviewee no. 2)

However, as it has been discussed earlier, not every bleisure trip might support the idea of better working conditions, owing to the fact that in case of bringing family together might be considered as a distractive factor that does not contribute to improved working conditions.

So, after executing the analysis of bleisure relation to QoWL, it has been revealed that most of the aspects that comprises QoWL can be affected by the concept of bleisure travelling. In this sense, bleisure contributes directly to employees QoWL. Nonetheless, it is still relevant to dig in deeper and to investigate bleisure and its plausible affect to QoL.

Quality of Life

Owing to the fact that QoWL is a part of QoL, it can be assumed that, in this case of bleisure contributing to better QoWL, it would also positively affect ones QoL, as it is reflected in the following quote:

"In my personal opinion, I think it's important to match your personal life with your business life. And giving the freedom with which, you can choose whether to go on the trips or not and to experience the things in a way that you've never experienced, I believe it betters your quality of work and thereby also the quality of life" (Interviewee no. 5)

However, since QoL is evaluated subjectively (Rapley, 2003), increased QoWL not equally affects people QoL. It can be explained in the way that job as such is not valued equally the same by different employees. For example, one if the interviewees say:

> *"For me work is 90 percent of my life, so it's important that it's well and it's good and it's fun. It contributes to something. So, to this question, work is very very important to my quality of life" (Interviewee no. 5)*

Thus, this part of analysis suggests that bleisure travelling has a potential to contribute to employee's better balance in life, QoWL, and therefore to QoL. However, the question how companies benefit from letting employees to go on bleisure remain unanalysed, and thus the next section aims to dig in this issue.

4.3.2. Bleisure tourism impacts on companies

Bleisure benefits companies

Given the fact that bleisure tourism has a potential to elevate employees motivation in several ways, unsurprisingly such way of conducting business favours companies. This idea has been suggested by interviewees believing that bleisure has positive influence on their work tasks:

> *"offering an extra day here and there for the employees, I think it is something that can benefit the whole motivation at the actual meeting or conference" (Interviewee no. 5)*

Furthermore, one of the interviewees claims that extra time that has been spent with clients on bleisure benefits company, as it makes collaboration with business partners easier due to better knowledge of their personal life, e.g. hobbies and other common topics to discuss apart from mere business. This idea can be perfectly depicted in the following quote from the interview:

> *"Even though we might look as friends, we are also business partners. It is just a trusted relationship that you create is worth a fortune when it comes to doing business together it makes it a lot easier" (Interviewee no. 4)*

In addition to this, according to literature, geographical knowledge has been mentioned as a factor that assist to conduct business (Gustafson, 2009, as cited in Unger et al., 2016). It has been mentioned by the majority of the interviewees and explained that one of the benefits by going on bleisure is that they are able to learn more about the destination in which the business is attended in, and by that they can use that knowledge either in beneficial terms of the intended business they are having:

"So, if you go there a bit before, you can charm your business clients cause you already know a bit more about their city." (Interviewee no. 5)

However, the empirical data contradicts to what has been said by scholars in portraying a business traveler as some that enquire great knowledge in geographical terms. Thus, giving an ability for employees to spend more time in a destination where business going to be conducted, might assist in ability of negotiating with potential business partners. As following example shows:

"when I am traveling to Hong Kong and I get the chance to small talk and meet some people that would have to be an benefit when I have to approach them for business after work because then I will be understanding their culture and I can refer to a specific location that I have visited, for ex. so I use that quite a lot in preparation for meetings" (Interviewee no. 6)

To wrap up, all of these aspects shows how bleisure travelling contributes to the success of a company through developing a set of competencies, skills and job satisfaction for each employee granted the bleisure opportunity.

CHAPTER 5 - DISCUSSION AND CONCLUSION

5.1. Introduction

Acknowledging the fact that the concept of bleisure travelling is getting more prevalent among business tourists, it brings more value in investigating this particular topic especially in the context of increasing pace of life resulting in employee's burnout due to imbalanced life. Initially, bleisure as a concept has been investigated as a Human Resource Management tool that could motivate employees to perform better at work and in this way to increase their QoWL. Owing to the fact that job plays an important part in general QoL, bleisure has been linked to employees elevated wellbeing. Data gathered from semi structured interviews, self/auto ethnography and secondary data have been employed to explore this phenomenon from different types of bleisure travellers' point of view.

This chapter aims to identify key findings through a three structured research sub questions in order to finally answer the main research question. Furthermore, this chapter concludes with further discussions and suggestions for further interesting research topics for future investigation and lastly a practical recommendation will be presented.

5.2. Key findings

    5.2.1. Research sub-question 1: How is the concept of bleisure tourism defined?

A general definition of bleisure has already been widely shared and supported by the findings in secondary data with all 15 articles listed defining bleisure as a mix between business and leisure. However, when analysing the primary data, the cognition of the definition became much more complex and was revealing many new aspects of used associations. Since theory shows the general evolution into what we call the postmodern times ascended from the industrial times, the concept of bleisure were analysed in terms of identifying different types, which naturally expanded the boundaries of what the concept could include and incorporate.

It has been found that both industrial and postmodern types of bleisure travellers do exist. As those two types think in very different terms of how leisure should be defined, naturally the bleisure term accordingly also change its definition. While industrial type of bleisure travellers tended to look in a more traditional way in dividing work and leisure up, the postmodern type saw the bleisure as a more connected experience and did not necessarily define the leisure as something disconnected from the work sphere. By that we can conclude that the original definition stating: **a blend of business and leisure** still would work, only in the case of the postmodern type.

Meanwhile, the industrial type properly would find following definition more suitable: **a trip which include some days for business and other days for leisure**. In order to fit both types definition a compromise is being proposed in form of a definition such as: **a combination of business and leisure**. However, before revealing a final definition based on the results of analysis, concluding ideas regarding a new typology of bleisure travellers are presented as the authors saw it necessary to develop new more generalized types to be added as the literature merely present a typology of very specific types of employees.

Occupational types

Based on the thematic analysis, not mere business tourists are potential bleisure tourists. Some of the key findings revealed new types which depended on occupational factors such as students and FreeNo (as illustrated in figure 5). To include the two types as bleisure travellers became a reality given the occupation of both authors to naturally being students themselves and realizing that they were traveling with the purpose of mainly working on this thesis, thus at the same time have time off for enjoying themselves through leisure themed activities. The FreeNo type were originally developed by the two authors of this thesis, since they saw a potential and need for this new type, which is a combination of freelancers and nomads, living better up to the requirement of the bleisure travellers and since one of the interviewees identified himself as a freelancers but with the habits of a nomads.

Behavioural types

Beside these two types, several other types of bleisure were revealed. However, rather through a behavioural pattern, as the authors conducted interviews with different employees from different companies. At first glance, many of those interviewed seemed to fit, to some extent, into the already developed typology found in literature, thus given the nature of that typology being a very specific one, it was seen necessary to further adapt those identified types. Since they never fully matched with one type, those types were further chosen to be called networkers and escapers as most fitting types. Thus, the escapers seemed generally to be fitting for most traditional touristic types it was seen as an important feature by the majority. Meanwhile, the networkers were a more specific identified type of bleisure travellers, which were using their spare time for networking opportunities instead of traditional leisure activities. Furthermore, they were also those who tended to have a more postmodern view in terms of not dividing leisure and work and perceived networking as a leisure activity as well.

By that given we see two different layers of typology here, one being based on occupational factors, while the other being based on what behaviour the travellers have. As this becomes clear the occupational factor included mainly: students, full-time employees and FreeNo type of bleisure travellers (as illustrated in figure 5).
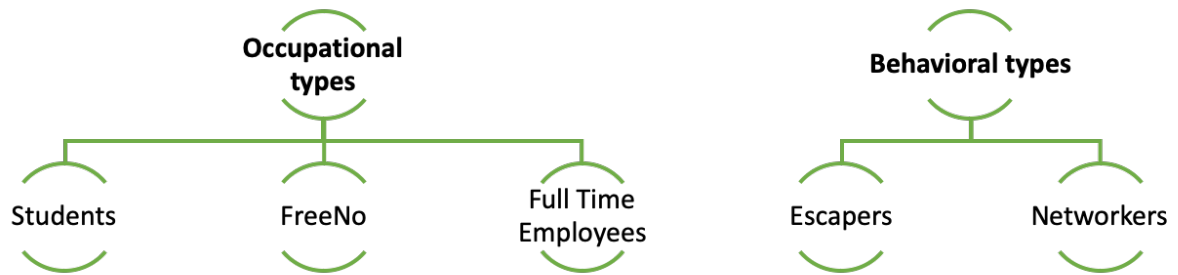
Figure 5 - Two different types of classification of bleisure travellers

This gave the impression of how novel this concept of bleisure is and how little research there exist by scholars. The typology of bleisure tourist are therefore believed to continually grow and evolve as the paradigm within the tourism industry change over time.

Given that there in fact exist so many different types, much more than the usual manager portrayed by secondary data. The definition of bleisure should also include indications of this founding truth, which means that the original apprehension of the used term "business" as a core component of the definition is now being suggested to be changed into "work" since it incorporate much more different types which would consider themselves as bleisure tourist equally as much according to our empirical findings.

FINAL DEFINITION OF BLEISURE
A way of travelling that is comprised of both elements' leisure and work.

5.2.2. Research sub-question 2: What are the factors affecting decision-making process when considering going on bleisure?

According to the analysis, the most influencing factors affecting employees decision-making process are classified into two categories, i.e. employees' personal factors and companies' inner policies having an influence on decision (figure 6)
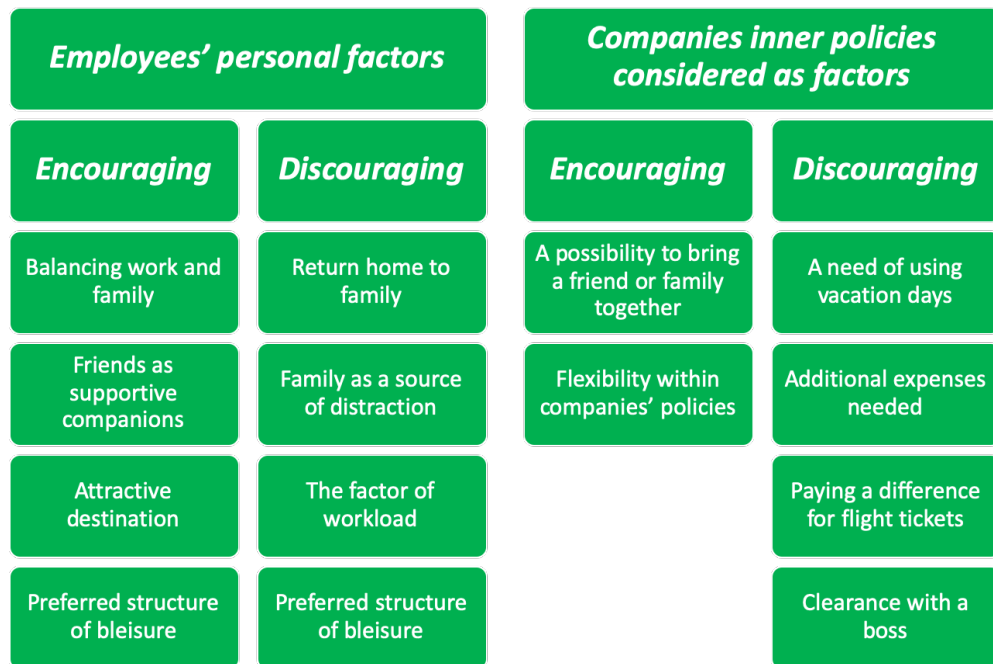
Employees' personal factors		Companies inner policies considered as factors	
Encouraging	**Discouraging**	**Encouraging**	**Discouraging**
Balancing work and family	Return home to family	A possibility to bring a friend or family together	A need of using vacation days
Friends as supportive companions	Family as a source of distraction	Flexibility within companies' policies	Additional expenses needed
Attractive destination	The factor of workload		Paying a difference for flight tickets
Preferred structure of bleisure	Preferred structure of bleisure		Clearance with a boss

Figure 6 - factors of the employee & company

The factors that fall under the category of the employees' personal factors, are further classified in encouraging and discouraging clusters. To begin with, the employees' personal factors which encourage to go on bleisure are listed down below:

- Balancing work and family - this particular factor has been found to be important only for family having employees. In addition to this, there are two situations in which this factor plays a role, i.e. when an employee wants to take a break from both work and family lives, and by bringing a family along the way to a bleisure trip.
- Friends as supportive companions - going on a bleisure with friends is perceived as more joyful, less obliging and at the same time less distracting experience when compared to going on a bleisure with family. However, it is worth noting that research participants that do not have a family are more concerned with the factor of bringing a friend.

- The factor of an attractive destination - evidently a destination has much of influence in deciding whether to extend a stay. Far, never visited and considered to be lifetime experience destinations are among the most appealing to go on a bleisure.

Employees' personal factors that discourage to go on bleisure are as per following:
- Return home to family - apparently a family plays an important role in employees' willingness to extend their business trip by turning it into bleisure. Employees having a family are more obliged and attached to a family, thus it turns to be a relevant aspect to be considered before deciding whether to go on bleisure.
- Family as a source of distraction - unsurprisingly, this certain factor has been named as another one that demotivates employees to go on a bleisure trip, since employees believe that bringing a family on a bleisure trip would cause them to be easier distracted from work duties.
- The factor of workload - this is the factor that contributing to stressing employees and due to that, it retreats them from going on bleisure.

Apart from above mentioned factors, there is one that does fit in both categories of factors, due to high diversity of perceptions shared by research participants towards following factor:
- Preferred structure of bleisure - the analysis suggests that employees do see a difference whether leisure part of a bleisure trip has been done before or after finished business. Thus, in case of possibility to extend their stay in a destination matches with their preferred style of being on bleisure, this factor has a potential positively affect on the decision-making to go on a bleisure, and vice versa.

However, there have been identified some external factors that do not depend on employees as such, i.e. companies' inner policies affecting employee's decision-making regarding bleisure. Some of these factors have been found to be motivating research participants to opt for bleisure:
- A possibility to bring a friend or family together - this factor has been found a key factor that determines one's willingness to extend a business trip with a couple of leisure days. However, important to emphasize that a factor of bringing family is more important for females compared to males. In addition to this, a possibility to bring a friend is more relevant for research participants without a family.
- Flexibility within companies' policies - evidently flexible companies are able to increase the frequency of employees going on bleisure due to the fact that such companies tend to

ask employees to blend their own arranged leisure trips and commit some work tasks while being on a destination. Noteworthy, even though such factor increases the number of bleisure trips, it might cause negative side effects on work and family balance, since it would interfere with the employee's personal plans that could include either family or friends.

In addition to this, there are some retreating factors that occur in companies' inner policies, such as:

- A need of using vacation days - it has been widely complained about this factor by the employees, due to a higher wish of rather spending the saved-up vacation days with family instead of being alone on bleisure.
- Paying a difference for flight tickets - it has been revealed that in case employees are willing to extend their stay, they are asked to pay a difference for flight tickets. Thus, it turns into additional expenses needed for bleisure trip, which cause research participants to reconsider an idea of going on bleisure.
- Additional expense - apart from paying a difference for flight tickets, another concerned has been widely mentioned, i.e. extra expenses needed for extended stay abroad. Especially this issue turns into more relevant when considering going on bleisure with family.
- Clearance with a boss - even though it seems to be a very small obstacle that ought to be overcome, it still does not ease a process of being permitted to extend a stay.

5.2.3. Research sub-question 3: What are the impacts of going on bleisure?

This section discusses and concludes on the identified impacts of going on bleisure. Mainly two perspectives seemed obvious to look into in this section as the impact appeared not only to happen to the employee but also the companies affiliated with those interviewed (Figure 7)
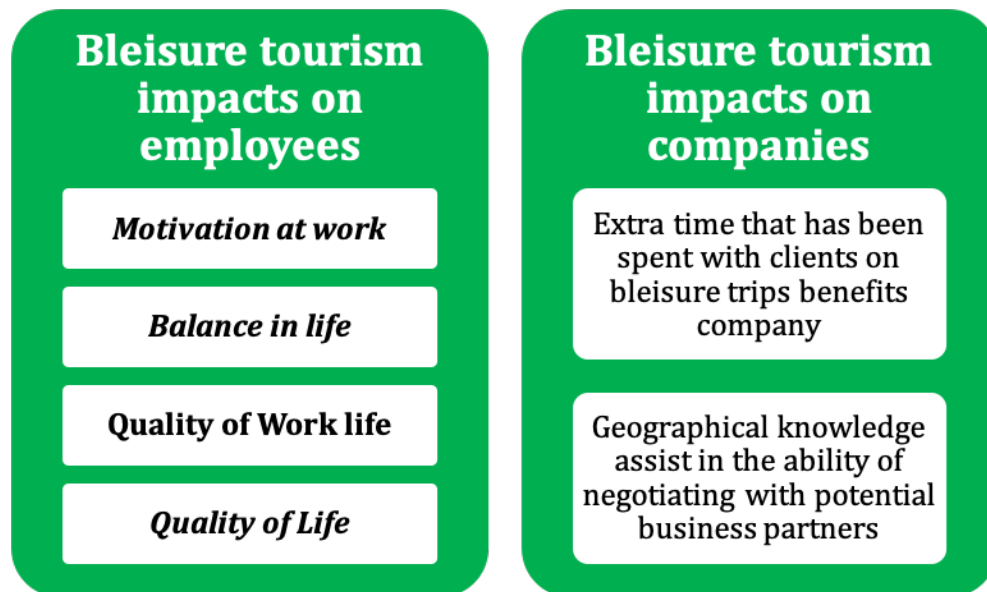
Figure 7 - Impacts on companies & employees

Perspective of employees

The figure outline what were identified and measured in order to explore the impact on the employee in terms of motivation, balance in life, QoWL and QoL. As it is gathered from the analysis, the motivational factor is in most cases connected with given flexibility by the employer. The flexibility in terms of how the employee are able to freely add extra days to their business trips whenever they find it suiting, seems to be a core factor all the way through the analysis. While the full-time employees were very much depending on what limitations set by the employer/company as well as by having children, which also was mentioned as an obstacle in the flexibility parameter and thereby interfere with the motivational factor of going on bleisure. However, we see another story regarding the FreeNo. In their case permission given by an employer were not necessary, which granted the FreeNo total power of making own decisions when it came to add extra days to the business trip. This freedom was linked to the motivational factors of the FreeNo and was clearly rolling back on job satisfaction, loyalty for the company and motivation to work even harder. Thus, the intentions are good by going on bleisure, the outcomes can turn out to be perceived negatively as well, depending on how the experience has been evaluated as one trip and separately as the two components of leisure and work. In case a bleisure trip did not measure up prior expectations it usually results in a decreased motivation for continuing work.

The aspect of the balance in life are also prospected through flexibility of working hours, thus other issues are concerned by those interviewed with children, since the bleisure concept for them merely only seems as something too difficult to utilize without any means of balancing the family side simultaneous. By that fact it should be considered by HRM how family programs should be implemented in order to address that issue, in order to make bleisure function well. Closely associated to this issue we find the PTO as something that needs to be evaluated as an obstacle for those employees with children, since their concern are within the use of save up holidays for bleisure instead of with their family. On this note a new system should be considered before bleisure should be implemented as an HRM tool.

Moreover, the authors of the thesis claim that QoWL is directly affected by bleisure. Each component of QoWL has been analysed individually in relation to bleisure and it has been revealed that all of its six aspects are affected by going on bleisure. More concretely, five out of six aspects of QoWL are mostly positively affected by going on bleisure, as they are named as per following: Job and Career Satisfaction (JCS), General Well-Being (GWB), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS). However, one aspect that can be considered as something negatively affecting the employee, depending on the pace of work, is called Stress at Work (SAW). In general, bleisure is concluded to be a tool that can be used in HRM in order to increase employees QoWL.

Such path of analysis laid a foundation to draw conclusions whether the concept of bleisure traveling has a potential to contribute to QoL. Thus, knowing that career life is a part of QoL, and generally it is an important aspect in life, it has been argued the more satisfied the research participants are with their job, the better are their QoL. Mainly such outcome of bleisure is justified due to better balanced life.

Perspective of the company

We find the blurry line between work and leisure challenged greatly by the networker type of bleisure traveller. This can be explained by them assuming leisure time as something usually used for exploring the destination and having dinner parties with clients and business partners. This postmodern view allows us to argue in new ways how companies could benefit by their employees going on bleisure, beside how secondary data (e.g. news, blogs, trendsetters etc.) frames the opportunities given through the concept of bleisure. As secondary data portrait the leisure element as something much more driven by the industrial view such as traditional tourism

acts, i.e. relaxing on the beach or going sightseeing, the primary data reveals other ways how the company could benefit in encouraging their employees to go on bleisure. As most of the interviewees claim, one of the beneficial aspects is getting to know the destination that assists in nursing their relationships with clients, some indicate the direct link in how the opportunity of bleisure influence the level of loyalty to the brand. Therefore, bleisure should be regarded as something beneficial for the company determined by what type of employee. Owing to this fact, companies should be interested in identifying the right employees that would be beneficial to the company while being on bleisure, meaning this concept would work at its best by both employee and company embracing it in cooperation. Thus, empirical data shows that the employee, in most of the cases, to be the one initiating a bleisure trip. Moreover, those who are identified as the networker type of bleisure travellers are those being most beneficial for the company. With that in mind, it could only be imagined as something even more beneficial, if the company adapted to these tendencies and used them for the greater good.

5.3. Conclusion

This chapter provides the answer to the main research question which is:

how does the concept of bleisure tourism affect the level of motivation and QoL when applied to potential bleisure travellers?

As a result of the thesis, bleisure has been found to be an impactful concept, that is made to encompass many different facets. Thus, unsurprisingly it has impacts on employees' motivation at work. that the findings confirm in most of the cases that bleisure travelling contributes to increased motivation at work due to given freedom, dynamic and a destination that matches one's wishes and needs. However, it has been revealed that there is a chance of decreased motivation in case of prior expectations have not been measured up with a bleisure trip, such as working tasks have not been accomplished or leisure part of the trip has turned out to be different than expected in a negative way.

In addition to this, another revelation has been discovered when talking about bleisure plausible impact on QoL. Based on the analysis, it is clear that bleisure positively affects ones QoL due to the fact that such way of travelling has direct links with the aspects of QoWL, which in its turn is one of the elements of QoL. However, it is concluded that the bigger role job plays in research participant's life, the bigger is the contribution to an increased QoL generated by going on bleisure.

5.4. Contribution to knowledge

Owing to the fact that bleisure tourism is under researched topic, the thesis contributes in filling this gap in scholar literature by triangulating empirical data with theories drawn from other fields of studies. Subsequently, new theories have been developed. To be more specific, an upgraded definition has been formulated based on the broadened typology of bleisure travellers that encompasses many more different people than previously proposed typology by scholars.

In addition to this, factors playing a role in decision-making process have been identified, which are crucial in building a knowledge of potential bleisure travellers and their behaviour pattern before making a decision to go on bleisure.

Apart from these contributions to knowledge, most importantly impacts of bleisure have been revealed. Since a concept of bleisure has been examined in terms of its influence to performance at work and QoL, the thesis shed a light from the angle that has not been used in relation to bleisure yet.

5.5. Practical Recommendations

Through this thesis many ideas have developed through the increased level of knowledge within the field of bleisure in relation to HRM. One of them being the obvious need for companies to embrace this shift of paradigm within tourism and adapt the concept of bleisure into their HRM strategy as a possible tool, given the massive movement of use by this concept as seen in secondary data to be a contemporary trend.

Subsequently, there is also a need for new PTO program being developed/adapted to bleisure. According to empirical data it seemed clear that the biggest concern in actively using the concept as a non-monetary reward system was connected with economical aspects and difficulties regarding taxing. Thus, based on the knowledge created it is believed that this concept is to be implemented as an active tool by companies without being an economical overload or concern. Therefore, it is recommended to implement the bleisure concept in terms of flexibility and possible adapting the PTO programs by the HRM. instead of using saved up holidays for the extra days used on bleisure trips.

It is also beneficial for companies to develop new PTO component in forms of saved up bleisure days, measured and valued in terms of how the company and the employee both benefit by having bleisure instead of merely business trips. This would possible embrace the issue concerned by most employees of having them to use their saved-up vacation days on a trip they really did not always associate as an entirely leisure experience.

Furthermore, the initiative and encouraging aspect by the company could improve the motivation among the employees, since they would possibly regard the bleisure trips as something more rewarding. A concrete example on how to implement this system could be a coefficient according to which bleisure days would be saved up eventually depending on frequency of business trips. To illustrate, after conducting three days business trip, the employee would then earn one bleisure day. Thereby, after having saved up 3 bleisure days the employee could then use them without being worried of using own saved up vacation days that much rather were seen spend with a family or friend.

5.6. Contribution to knowledge

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5.7 Future research directions
Given the exploratory nature of this research, a number of future research directions are identified.

Demographic aspects affecting bleisure traveling patterns
The authors of the thesis claim that, since such topic as how family affects bleisure travelling patterns has not been studied by scholars, and yet empirical data suggests that there are easily noticeable differences between the research participants having a family and not having a family. Such field of studies should be further studied.

Furthermore, it has been noticed that gender might play a role in bleisure travelling patterns. Thus, it is also suggested to dig into how demographic aspects influence the use and prospect of bleisure travelling.

Service industry adapting to bleisure
Since the bleisure concept has been growing to the extent it is today, we see an interesting point in conducting further studies in the traveling patterns and behaviour of bleisure travellers. Primary data reveals one case of employee claiming to require a total secession from the work environment in order to fully enjoy the leisure element of the trip. By that fact business hotels are believed to be losing customers to other types of accommodations such as AirBnB and boutique hotels, as the bleisure traveller do not see any point in staying in a hotel merely accommodating the guest for business circumstances. Recognizing what patterns and behaviour of the bleisure traveller has, the original accommodated hotel by the company would have a better chance in knowing how and when they should change their service attitude towards the bleisure traveller. Furthermore, adapting their facilities and services in order to accommodate the needs identified by the bleisure tourist would possible aid in keeping the bleisure traveller at their hotel. This theory could also be adapted to many more businesses in a destination dealing with services. The bleisure travellers should be investigated as a new type of tourist with new potential of possible income and therefore services and offers should be developed accordingly.

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APPENDIX

Appendix 1: Reflection Notes made during Self/auto ethnography

Reflection note no 1.1.

Zaki's 1st Bleisure trip to Vilnius, Lithuania (2019 01 03 - 2019 01 10)

<u>3rd of January 2019 (leisure)</u>

- o I arrive in the airport in the afternoon Vytautas had told me that he was going to be working in the tourist information located in the airport, and I should simply just look for him when arriving
  - o It was funny to see him inside the box all dressed up and professional and we laughed when we saw each other
    - He took a short break from work and we just briefly talked about my previous trip to celebrate new year in Berlin and what the plans were for this week.
  - o After 10 minutes he had to return to work and I was guided in the direction of a bus that would bring me into town.
- o I arrived to check into my hotel and felt ready for the evening
  - o I was excited about how we were going to approach the work and how this first week of working together would turn out.
- We met up In the evening to eat dinner at a local restaurant
  - o Since Vytautas had to work during this day and I was arrive in the afternoon we had to wait for meeting up in the evening
  - o We discussed how to plan my stay and where to work on the thesis (basically the agenda for my stay)
- Afterwards we went to a bar to get a couple of drinks
- Went back home to the hotel to sleep
  - o We agreed to meet up next morning to have a meeting at the national library
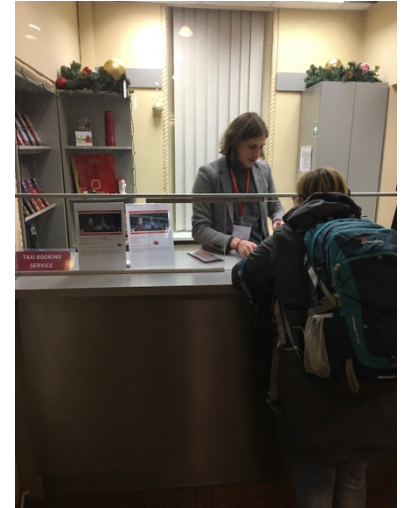
<u>4th of January 2019 (working/leisure)</u>

- Met up at the national library to go through the work on the thesis

- o Brain storm and discussion on the framework of our thesis
    - ▪ Research question designing
    - ▪ Felt that I was on work since we met up early in the morning and went straight to work in a very focused way.
  - o Agreed on that since it was a Friday, we would go out in the evening to party a bit
    - ▪ This conversation also appeared in the satirically sense of our awareness of me being on a bleisure trip and not wanted to be working all the time on this trip.
- After the work session at the library we split up and I went home to my hotel while Vytautas went home
    - o We agreed to meet up at his apartment for me to see where he lived
    - o This time I was alone since my colleague had other private affairs to attend
    - o The work was constantly on my mind since we didn't agree on stop working individually on the thesis after the breakup
- Went to Vytautas apartment to eat lunch
    - o Saw his place and we agreed to meet up back at my hotel once again
- back at my hotel I wanted to relax and wait for Vytautas to come meet me
    - o At the hotel I did a little work on the thesis since I felt that I was wasting time not doing anything at the hotel.
- Meet up with Vytautas at the hotel
    - o We worked a bit together in the lounge of the hotel before deciding to go eat dinner at a local restaurant
- Went to a local restaurant to watch basketball and eat dinner
    - o Vytautas favourite basketball team were playing that night and we found a restaurant who were showing the match while we could eat dinner.
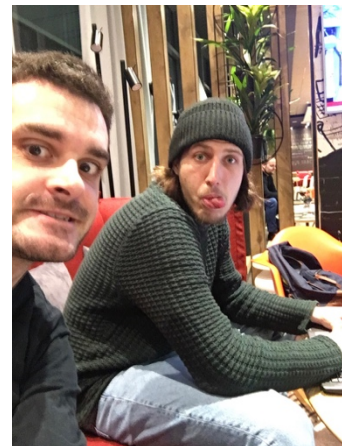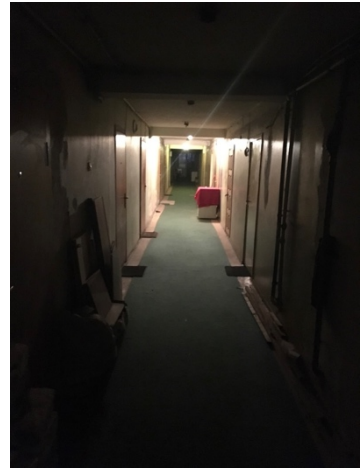
- Not much thoughts or mind came to the thesis in this period since we were intrigued by the atmosphere created by the basketball match
  - Furthermore we started drinking and socializing forgetting about the thesis for a night and focusing on the culture the city had to offer instead
- Pubcrawl and concert
  - I was introduced to many places and venues for music and social encounters
  - History and culture were also formulated throughout this night wherever we went.
- Back to the hotel and sleep

5th of January 2019 (working)

- Meet up a bit later on the national library for a booked meeting room once again
  - This time we had hangover, so we decided to meet up a bit later
  - When we met up to start working we were suffering a bit from hangover, but we were trying our best efforts to get work done at the same time.
  - I felt very challenged in concentrating since I felt tired and lack of motivation, thus the excitement of being abroad working on the thesis helped me push through the frustrations.
- We decided to go for lunch at a food market in the central city
  - Here we had a chance to get some food and once again just talk about the thesis while being in another environment than a meeting room
  - We mostly talked about other stuff than the thesis.
- After the lunch we went to a café to continue our work on the thesis proposal
  - Here we were working intensively once again and I remember that I sometimes forgot that I was abroad

in these situations were one is just so incorporated into the work they are doing that they forget the world around them

- We went to a restaurant to eat dinner and watch a football match in the evening
    - We had food and drinks and talked about various subjects including the thesis as well the agenda for the days to come with entirely leisure time and recreational activities.
        - We were looking forward to these days of pure fun and no work but we also seemed very agreeable on the focus on getting work done before we could allow us self to enjoy a day without doing any work.
- Going to Vytautas favourite bar
    - We went to have a drink or two before I had to go back to my hotel
    - Here I was introduced to Vytautas girlfriend and other acquaintances
- Going back to the hotel well exhausted and tired
    - Sleeping that night wasn't a problem

6th of January 2019 (working) Auto-ethnography solo

This day Vytautas had to go to his work at Go Vilnius and I was left on my own most of the day

- I went to work on a recommended café
    - On this café I used most of the day working intensively and concentrated on the thesis
    - Me and Vytautas communicated through messenger
        - On matter regarding the thesis
    - I felt like a business tourist since I was only looking for a place to work on my laptop with a cozy atmosphere, free WIFI, cheap coffee and not to crowded with a chair and table letting me have a bit of private space
    - During the work, I was sometimes eager to soon have some days off to go have fun and explore the destination in which I have never been in before.
    - But at the same time I felt that I had to accomplish as much as possible in the cooporation with Vytautas the co-author of this thesis since we had to take advantages of finally being together working and not abroad as what we had discussed as a challenging point of working together with us living in two different countries.

7th of January 2019 (leisure) self-ethnography

- On this day we had arranged to go snowboarding
  - We met up at the library and decided to try find a place that I could buy some warm skiing underwear
    - Since it was so cold and I had forgot to bring cloth for snowboarding I decided to buy some cloth and borrow the rest of Vytautas
  - After walking in the direction of where Vytautas lived we finally found a shop where I could buy the cloth I needed.
  - We then continued to walk towards Vytautas apartment to find the rest of the equipment
    - When we arrived to the apartment Vytautas roomie were home, we just quickly found the gear we needed and then went outside to find a sharing car that Vytautas had access to.
  - We drew towards the skiing hill and I remember thinking that I was excited to go snowboarding again, since it had been a long time since I last tried it.
  - When we arrived we met up with one of Vytautas friends who were going to snowboard with us.
    - We went inside the center to rent gear for me to then quickly get out and start snowboarding
      - This day was really fun and I enjoyed snowboarding so much as did the other two guys I am sure taking their mood as a sign.
    - We were snowboarding pretty much for several hours with one short break of beer and fries at the restaurant located on the top of the hill.
  - In the end we were super exhausted by these activities and we drew home again to Vytautas apartment, where I shifted into normal cloths again. We decided to go eat pizza at a restaurant on a nearby shopping mall.
    - It was nice to finally just sit down and relax and get some food.
      - This time we were too tired to talk about the thesis and were only having fun conversation.
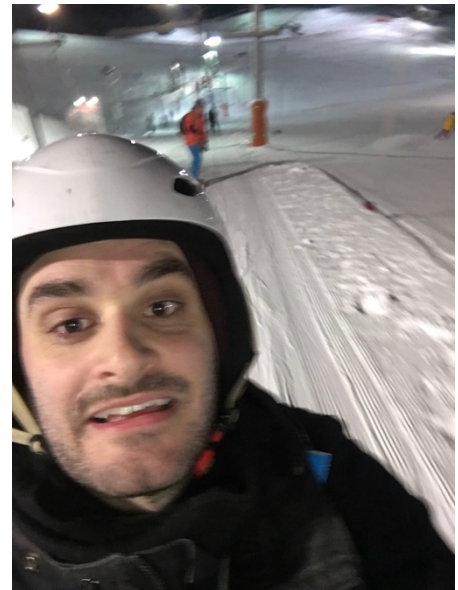
- o Afterwards I took an Uber to my hotel and went to bed.

8th of January 2019 (leisure) self-ethnography

- On this day we had arranged to go to watch Vytautas favourite basketball team play in Kaunas
  - o The most of this day I spend by myself at my hotel since Vytautas were working at his job
  - o I was distracted a lot of times and didn't feel motivated to start working, since I was alone at my hotel room.
    - ▪ I feel more motivated to work when working with others.
  - o The most of this day past by pretty quick and I was getting more excited to go to Kaunas to watch the basketball match later on at that day with Vytautas
  - o We agreed to meet up for lunch at a local restaurant called Grey next to where the tourist information in the city were located

  - ▪ Vytautas wanted me to try out some national food dish
    - • With a starter of root beet soup
    - • And for main dish some potato fried stuffed with meet and herbs
      - o This food were super heavy but tasted really good
  - ▪ After the lunch Vytautas had to return for his work and I went back to the hotel to work a bit on the thesis
  - o Later on it was time to go to the train station to meet up with Vytautas

  - ▪ I walked all the way to the train station since I had been working a bit on a nearby restaurant
    - • Since I didn't feel motivated by working alone on the hotel I decided to go to a restaurant to have coffee and work there. When I am in public places, I tend to prefer to look busy working on serious stuff instead of playing games or other timewasting stuff since it makes me feel embarrassed
  - o We meet up on the train station and jump on the train.

- One hour and a half drive with the train to get to Kaunas city
  - In the train an episode happens when me and Vytautas are talking with each other. An old lady next to us claims that we are yelling, which we sort of thought that she was dramatizing a bit about.
    - Since we were not yelling at all?
  - But with the most pure respect for the older generation we decided to whisper for the rest of the trip.
- We finally arrived to the station and Vytautas seemed more and more excited about going to this match.
  - He had ensured me about that his team would most defiantly win this match
- We walked from the station to a stadium and I remember to be amazed of the big size of the structure and also the amount of other people walking towards it as well.
- When we get in, I feel a bit excited as well and at this point it just feel like an adventure that I wanted to enjoy fully. Work stuff was well kept away from our minds during this evening
- When the match starts the atmosphere is thick and vibrating from all of the local fans screaming, yelling and stamping
  - All my senses triggers in a super nice way and on top of the great show on the field a big tv screen station in the ceiling keeps everybody updated on facts and info.
  - Vytautas tell me that I can buy something to snack and drink in the back if I wanted to.
    - We decide to go there and have a look on the goods.
    - This is where I am being amazed with a logically and reasonable custom once again.
      - In comparison to Denmark where you are usually able to buy candy fast food and chips, then in Lithuania it is more custom to buy cheese and bread to snack

- - - This I loved and I bought a pack of both cheese and bread and a big beer to go down with it
  - The match were not going so well for the home team and Vytautas became more and more silence through the game
    - During the breaks of the game Vytautas introduced me to some of his friends who were working as journalist covering the match
    - These friends turned also out to be those we were going to have a lift home with to Vilnius once again.
  - After the match ended the mood were kind of bad compared to before the game
    - I was a bit worried of going on a hour long drive with 3 guys in a very bad mood because of their team just lost the game
    - But it turned out to be a very quite ride home with Vytautas falling a sleep and one of the two friends driving and the other one working on writing an article about the game.
  - When we got back to Vilnius I was dropped off at my hotel
    - We had agreed on going out for drinks and party but in the end none of us managed to go out anyways

Next morning I went home to Denmark

Reflection note no 1.2.

Vytautas' 1st Bleisure trip to Copenhagen, Denmark (2019 02 06 - 2019 02 08)

The first day (February 6th) was spent with the co-author of the thesis Zaki preparing for the very first meeting with our Master thesis supervisor Giang. The meeting with her was scheduled on 7th of February, thus we had one day for face to face discussion with Zaki to discuss the questions that we should ask and to get prepared for the meeting. However, as we already had deeply worked with the topic that we wish to undertake for Master thesis, most of the fundamental aspects of the research had been discussed before my first bleisure trip to Copenhagen. Thus, basically during the first day we had discussed further the topic as well as improved the parts that had been written by that time already.

We had worked in several coffee shops during the first day of my stay in Copenhagen, and as the day was getting later eventually we ended up in a bar, and thus we drank few glasses of beer with accidentally met group mates from the class. The moment when we met two of our group mates in the bar, is the moment which I easily can recall. I was very delighted to meet them accidentaly and to discuss how things are going with the master thesis writing. I would describe it as the situation which allowed me to feel as being part of the community, and it lifted my mood instantly. Even though we had talked mainly about master thesis with these groupmates, to some extent it had distracted me from thinking about the our topic, and I felt really comfortable that evening. After a few beers, we got back home to rest before next day's meeting with the supervisor.

7th February started with waking up at 8 a.m. to be on time at the meeting that started at 10 a.m. at University. It was enough of sleeping that night, however I was not feeling as productive as I could be. Moving forward, we attended to the meeting with Giang and discussed quite many facets of our master thesis proposal, which was "Compromising Sustainability in the Quest of Increased Quality of Life by Travelling. The Bleisure Travel Phenomena". However, most of the comments of our supervisor were about criticizing our idea to cover such a huge topic for master thesis. To be more precise, supervisor suggested us instead of having such complex and broad topic to narrow it down and avoid sustainability owing to the fact that is barely measurable. Since we were aiming for getting a green light from the supervisor to make a research on aforementioned topic, I felt a bit disappointed after a meeting with her. I thought that we were not enough prepared for the meeting with Giang to be able to defend our topic. Thus, straight after this meeting with the supervisor we went to discuss how we should adjust the topic according to

the supervisor's recommendations. Honestly, for me it was tough thing to do, since I was very keen on undertaking such complex topic.

We had spent that day approximately 7 hours in University working and fixing the topic (Figure 1). For me it was a struggling process and there were few times when I felt being really tired, almost exhausted, and it led me to go for a power nap in the middle of a discussion with Zaki. However, at the end we had acknowledged the fact that undertaking an in-depth analysis of how bleisure tourism can increase sustainability is too broad and complex, and thus due to very limited time it was decided to narrow it down and stick with the bleisure tourism and its influence on QoL solely. We had finished to work on thesis that day at 6 p.m. Apart from studying that day, we went to

Figure 1

listen for a Jazz music that evening, to the concert which was a part of Vinterjazz 2019 festival. Owing to the fact, that I and Zaki love Jazz music, it was a great way to spend the last evening in Copenhagen. We drank a glass of wine during a concert, relaxed while listening to Jazz music, and got back home to sleep.

Figure 2

The next morning I got up at 8 a.m. and strolled for a while by the seaside at Amagerstrand (Figure 2), trying to detach myself from master thesis. After two hours of walking and resting my eyes by looking at the sea, I went to the airport to catch my flight back to Lithuania.

To sum up, even though this bleisure trip mostly was dedicated for master thesis writing, it had some accents of having leisure activities, such as attending to jazz concert, meeting a groupmates, having few drinks, and strolling by the seaside. I would assume that such acitvities helped me to feel emotionally better, since it illustrated me taking advantage of the situation in which, to some extent I am involuntary, i.e. Copenhagen as a destination for doing bleisure tourism was picked without having other alternatives in mind, since Zaki lives in

Copenhagen, Aalborg University is situated in Copenhagen and so forth, it makes sense to not consider any other destinations for such trips.

Reflection note no 1.3.
Vytautas' 2ⁿᵈ Bleisure trip to Copenhagen, Denmark (2019 03 05 - 2019 03 07)

The 2nd bleisure trip to Copenhagen was completely different from the previous trip regarding the productivity level. First of all, I had early flight from Kaunas (Lithuania) to Copenhagen due to which I was at Copenhagen at 6:40 a.m. From the airport I went directly to Aalborg University to attend to the 3rd Master Thesis Workshop which was scheduled well in advance and I managed to come to Copenhagen partially because of that workshop. However, a day before I came to Copenhagen it was announced that the workshop is postponed to other date. Later I received the message from the co-author of the thesis that he is sick, thus he will not show up at the meeting with the supervisor that was arranged to be right after the master thesis workshop. After this sequence of events I found myself being demotivated and questioning the purpose of going to this bleisure trip to Copenhagen. I felt being very tired and sleepy, so I decided to sleep before a meeting with the supervisor starts. Important to notice that, even though I had equally early flight this time as it was on 1st bleisure trip to Copenhagen, I was way much more tired and sleepy.

Basically, the only one productive and useful thing from that trip was the meeting with the supervisor, who gave recommendations what should be fixed regarding master thesis. After the meeting with her, knowing the fact that Zaki is not in the best shape to work on thesis, I decided to stroll around and to find some nice place to work on thesis individually. So I ended up in Black Diamond library with the purpose to focus on thesis. However, I noted that there is interesting exposition in the library initiated by Marina Abramovic, famous performance artist, that I found recently. Thus, instead of writing thesis, I opted to go to that exposition called "Abramovic Method for Treasures". Interestingly, the core element of that exposition is to listen to audio recordings

Figure 3

where you hear fragments of selected books from The Black Diamond. In order to keep people focused on the content of audio recordings, there are installed some wooden beds, chairs (Figure 3) in the room where exposition is held, and people are asked to take of shoes and hand over the phones to experience the treasures better. Knowing the concept of this exposition, I was even more tempted

to participate, since I was feeling very low. As a result of participating in the exposition, I found myself sleeping during the duration of that exposition which lasted for one hour and the half. It was such a nice coincidence for me to find such place where I can "legally" sleep without being noticed by anybody. So, it was a perfect time for me to compensate the lack of sleep that occurred to me due to early flight in the morning.

After a sleep session, I still was not in the mood of working, thus I wandered around in the city and hoped that on the evening, when I will arrive at Zaki's place, I will find some energy to work a bit on thesis. However, I was not capable for working mentally that day. Mainly I would blame early flight and changes in plans for being such unproductive the first day.

6th of March started with waking up after sleeping enough. Apparently, it did not contribute to my productivity that much as I thought a day before, since I was still very easily distracted from the work on thesis. We went to the the Black Diamond to stay more focused and efficient, thus we managed to work on the thesis couple of hours. Later we got hungry and had a break in the restaurant to have a launch there and right after it got back home and slept few hours until evening. After this noon nap we just watched some TV shows with no motivation to think about thesis. Thus, we decided to postpone working session on 7th of March Morning (it was the day when I had to leave Denmark).

We woke up at 8 a.m. and worked on thesis for two hours until 10 a.m. Thus, frankly speaking the 2nd bleisure trip to Copenhagen that lasted for three days, had 3 hours of proper work. Most probably the underlying reason for such inefficient trip regarding master thesis writing was the conditions under which I had to work. There were few obstacles that played crucial role and set the tone for the rest of the trip. Owing to the fact that this trip ought to combine duties and leisure, and yet it was not possible to cover neither of them, it stifled my enthusiasm and willingness to work hard and have a good time. Thus, I left Copenhagen being demotivated and questioning the usefulness of this trip. Consequently, it affected my later decisions not to come to Copenhagen and rather stay in Lithuania and participate in meetings with the supervisor via video calls.

Reflection note no 1.4.

Vytautas' 3rd Bleisure trip to Nida, Lithuania (2019 04 02 - 2019 04 05)

I decided to take one-week long vacation from work to be able to spare quality time on thesis writing. Initially I thought that I want to change surrounding and to escape from the city life to remote area in order to be not that easily reachable for others (I reckoned that it would help to stay focused on thesis writing). Thus, such thoughts led me to leave Vilnius (capital of Lithuania) for several days and replace it with a very small summer town located by the seaside of Lithuania called Nida (Figure 4).
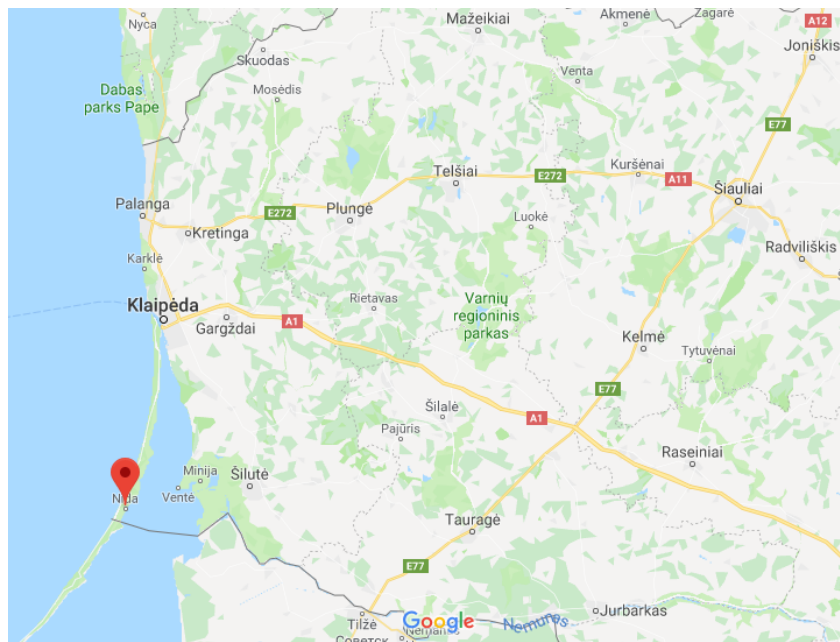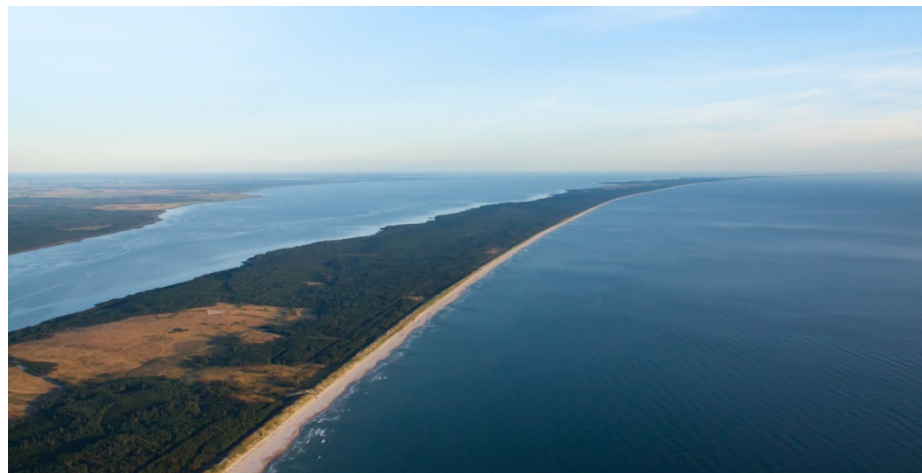

Figure 4 Nida on a Map

Figure 5 Nida from a Drone

Important aspect needs to be mentioned, Nida as the place to be on bleisure was picked voluntarily, unlike the previous two bleisure trips to Copenhagen. Apparently, it played a crucial role in the way I felt throughout the trip. Since it was a spring time and I wanted to be closer to nature, this trip met this need one hundred percent. Owing to the fact that Nida is a small summer town located in the peninsula, so-called Curonian Split, which is surrounded on one side by the Baltic Sea, on the other by Curonian Lagoon (Figure 5), it is a perfect location to escape from the city and found myself fully immersed into nature (Figure 6, 7, 8) without any distractions that remind me mundane life in a city. In between of Baltic Sea and Curonian Split

| Figure 4 | Figure 7 | Figure 8 |

is 4 kilometres distance that is divided by this peninsula which is full of woods, wild animals and white sand dunes. As a result of this, I spent at least 5 hours each day being outdoor walking by the seaside, strolling through the dunes, laying in the beach fully covered with few layers of clothes and it made me completely happy about the decision to come here. Presumably it facilitated the process of being able to retreat myself from master thesis writing in between the working sessions and be more focused on it while writing.

I was able to work on my thesis as in the office I would normally work (from 9 a.m. to 6 p.m.) or divide working hours in several working sessions. Thus, I decided to divide it into two writing sessions a day, i.e. one in the morning (8 a.m. - 12 a.m.) (Figure 9) and the other one in the evening (7 p.m. - 11 p.m.) (Figure 10). Once I noted to myself that it is a very good feeling when I know that at any time during a working session, I am able to stop working and instead of it go for a walk, or to rest a bit before I get back on my thesis writing. Despite the fact that such situation never occurred to me, knowing this fact that I have such possibility to do so was the factor that relieved me.

Figure 9   Figure 10

Even though, I worked as a full time employee (in total 8 hours per day) on my master thesis during this bleisure trip, it did not caused me being exhausted or tired of working on thesis. Oppositely, I felt very relaxed and even more motivated. I would explain increased motivation as something that came after of being flexible in terms of organizing my day plans according to my wishes, current mood and energy that I have. Even the ability to plan my day according to the weather forecast brings me joy because I know that I am able to stroll by the seaside during the best weather, when wind is not so strong, or the temperature is the highest.

Figure 11

In addition to this, since I came here with a good friend of mine and all these recreational activities were done together (Figure 11), it gave a better chance to detach myself from thesis writing easier. It gave me a reason to notice how life can be balanced, i.e. at the same time to be dedicated to my career (which goal at this time is to finish my masters), to be exactly at that place in which I wanted to be with the person that I care about. This balance worked out as a stress reliever and I found myself being very delighted and optimistic about my future. In other words, it increased my self-confidence as I realized that I am able to manage different spheres of life, i.e. personal and career life. The notion of it increased my motivation to put more efforts on writing a master thesis.

In addition to this, there were other extra conditions that positively affected my productivity, such as perfect learning conditions during the bleisure trip. Firstly, both of us (me and my friend) came to Nida with the purpose of writing thesis, and thus we pushed each other to work harder in case of lack of energy or wanting to postpone the writing session. Another aspect that contributed to good working atmosphere is that the place where I stayed was in the middle of woods and was perfectly accommodated for such purposes as learning. There was a special big room/library made for students, freelancers where I worked on my thesis during working sessions.

Reflection note no 1.5.

Zaki's 2nd Bleisure trip to Vilnius, Lithuania (2019 04 13 - 2019 04 18)

<u>13th of April 2019 (arriving and going out to party)</u>

- Arriving at Kaunas airport around 15 o clock local time, go with a bus directly from the airport to Vilnius one-hour drive.
  - Having thoughts on what expectations I have with this trip
    - What I wish to achieve by going on this trip workwise
    - What is most important to use the time on considering that we have the opportunity to meet face to face.
    - Considering how to use the one or two leisure days during the trip
      - Considering to not go with a whole day dedicated for leisure, but merely a half a day maybe since we are under a time pressure to deliver productively
  - Arriving to my hotel check in and gets a upgrade on my room since they recognize that it is my second time staying with them within only a few months and they also make notice that I am returning once again in the near future to stay with them again.
    - The benefits of frequently business travelers I guess
      - Accor Hotels members club gives me benefits in form of discounts and rewards by saving up points.
  - I get settle in my hotel room and get hold of Vytautas where we agree on meeting up at a restaurant to get some dinner
    - We have agreed to eat burger and drink beer
    - We further agree that since it's Saturday evening we want to go out to have some drinks
  - I arrive to the restaurant and meet up with Vytautas
    - We kind of Immediately start discussing our thesis process and discuss the agenda of workin on it during the stay.
      - I can see that Vytautas seems uncear about some of the parts that we have to work on and I try to share my perspective on it in order to explain how I have imagine how to deal with it.
    - As the food is being eaten and we get some beers down, we finally decide to have a final shot of vodka and mescal for then walk to another bar serving cocktails.

- This progress of the evening was excused by me being on a bleisure trip and the evening should be used for recreational actions such as getting drunk and explore the social spots in Vilnius
  - We arrived at the next cocktail bar
    - Ordered a couple of signature cocktails and once again the verbal topics shifted frequently between work and pleasure
      - It seemed like everytime we didn't have any funny stuff to talk about and a silence moment occurred between us the thoughts of work appeared heavily in my thoughts which usually ended up in me bringing either statements or questions regarding the work to the table
      - The frustrations also from time to time showed in form of us discussing the topic of work-related stuff but not being able of acting straight away on it, but instead reminding us self that we would take a recap on it the next day and then act on it.
      - Constant reminding us self to have fun and let loose not worrying about the next day conditions and demands of our abilities to work
    - We decided to move on to another place where I had been before to have a drink there as well
  - Arriving to the bar near the train station.
    - We had one drink each here and started to feel a bit intoxicated the music were playing louder here so it wasn't as easy to have a conversation here
    - We on the hunt for girls being single both of us, but no luck at this place which made us decided to move on to a new place
  - A nightclub in an old ancient Greek palace
    - We decided to try out a nightclub nearby which were located in an old building with large pillars of Greek design.
      - I was shocked that a nightclub was allowed to use a building of this character and historical value. But no one seemed to share my concern at the venue
      - We had a drink and danced a bit at this nightclub to finally decide to end the night at Vytautas favorite bar for a last drink
  - We arrived at the bar (Vytautas favorite bar)
    - We ordered a drink each and at this point we both had become very drunk and pretty much unable to discuss work anymore.

- Instead political discussion was mainly being brought up as conversation topics.
  - o I returned to the hotel very drunk and tired to sleep
    - We agreed on meeting up next day to start transcribing the interviews we had conducted so far.
    - We agreed on that the work on transcribing wouldn't require much of our ability to think and being creative, since we sought to lack that skill given the massive hangover from the previous day intake of alcohol.

14th of April 2019 (Working with hangover)
  - o The next day I woke up around 10am with hangover and I felt very tired since I went to bed around 5am.
    - I had a shower and decided to get a hold of Vytautas to hear if he also had awaken from the sleep.
      - He answered straight away and we agreed on meeting up at a central café to start working
    - I remember thinking that normally I wouldn't be going to conduct work under the circumstances of a hangover, but in this case I felt obligated to do it since my time in Vilnius were very limited and important to be used productive
  - o We met up at the café to start working on the transcriptions
    - We first ordered some beverages and shared some funny memories from the night before, also sharing our challenged current situations conflicted by hangover
    - I introduced Vytautas to an online transcribing program and we basically used the next couple of hours sitting at that café with headphones on working on transcribing the interviews.
      - This work was super suiting for us given the conflicting condition of having hangover.
    - Afterwards we decided to go have dinner at a local restaurant where they were showing a football match
      - We were both a bit tired and not talking or thinking much at this point. But just enjoying the recreational time to watch tv and eat.
    - After the match we decided to go home and get a good night sleep

- Vytautas seemed a bit unmotivated to work during this day because of being tiered as well as myself and we weren't being very productive this day

15th of April 2019 (Working alone with Vytautas being at his normal dayjob)
- o This day I woke up at the hotel knowing that I would have to use the day for very productive work since I wouldn't be able to discuss any work with Vytautas.
  - o I Used half the day working at the hotel I was staying in the lounge area, transcribing and keeping ajour on this self/auto-ethnography.
  - o I liked to have the little break from discussing the method of our thesis and just solo focusing on being productive, since I am a very productive type of person and usually get very impatient when discussing how to approach work over long period, thus I know the important of these discussions.
- o In the evening when Vytautas was off work, we decided to meet up at a café to have coffee and discuss the shape of our research questions since we were starting to realize that we need to do an update on them to fit the stage of knowledge that we now had.
  - o Vytautas were very eager to convince me that something had to be changed in the research sub questions since and kept on trying to convince me and make me see the problem that he saw
    - ▪ I had a hard time in the start to understand exactly what he meant, which kind of frustrated me and made me feeling the urge of just letting it go, thus I felt obligated once again to take part of the shared responsibility and were keen on delivering good teamwork from my side.
    - ▪ I finally through a lot of talking turning the subject and questions, figured out what he meant and now understood that we had to figure out a new question to replace another one.
  - o Vytautas seemed very thoughtful through the entire discussion and maybe a bit concerned, thus it was clear that the meaning of this trip seemed to be obvious by episode like this one.
    - ▪ The ability to conduct teamwork and productive result by being together face to face using body language and also what I see as a big force for us being able to achieving to solve problems, was that we share good humor and use it a lot from time to time to release pressure and kind of having breaks from the concerning issues that occurs.

- o After the café work we decided to go to a nearby restaurant to get dinner.
  - o Since I have to eat out every evening I tend to try out new restaurants to see what the city have to offer in various forms of services etc.
    - These evenings where we end work and go out to eat dinner I perceive as a part of the bleisure experience since we enjoy the company of each other and have lots of fun most of the time. We also usually have a couple of drinks or beers during this evening activities.
      - In this sense I define bleisure as also being achievable by using the evening of a work day for fun activities
- o We decided during the dinner that we would go home and sleep to once again be fresh and ready for the next day work, in which we had a couple of interviews planned.

16th of April 2019 (Conducting interviews and watching the favorite basketball team play)
- o This day we woke up really early to meet up at the local library to plan for our planned interviews.
  - o We discussed how we should be adapting the interview guide in order to address a new type of bleisure tourist better.
    - This time it really felt like work since we had to get really early up In the morning and straight away we were conducting important preparation in order to address the objectives of the day
  - o We were struggling to find a venue to have meeting, which has been a general issue. Since it require us to find a place with not to loud music and noise and mostly we only have access to cafés
    - Vytautas seemed a bit concerned about the idea of using a room at his work office. He explained that he didn't like to ask for favors, to which I replied that by asking favors you have better chances and usually get further in life and should not be considered as something bad. Thus, with consideration of the size and value of the favor should still be considered.
  - o He decided to try and were in the end successful in being allowed to use a meeting room at his work.
- o We set up the skype meeting for the interview and go through it successful being our first interview during this thesis together.
  - I was thinking that it was more justified for us to use this room since we were only using it for purpose of our study

- After the meeting we went to get lunch
    - We discussed on the way to the restaurant how pleased we was with the interview but also non-study related stuff
- After the lunch we went to a nearby café to have a skype meeting with our supervisor sharing updates and receiving some guiding in what to do next.
- After the meeting we felt much more clarified and motivated to continue our work.
    - We spend some hours at the café simply working on the thesis
        - Vytautas seemed restless during this time and I sensed that he didn't felt super motivated on working, which were affecting me I thought.
    - We properly didn't were as productive as we wished to be at this café and assignments of easy characters were preferred working with by my side.
        - Organizing data and understanding a program called Nvivo for analyzing
- Afterwards we had to go to a nearby bar to watch Vytautas favorite basketball team together with his friend who we had met up with in the café.
    - This time we have put work aside and we didn't discuss it much since Vytautas also now and the opportunity to talk with his friend in his native language.
        - We decided to drink some beers and play some games which felt super much like leisure and nothing like work.
            - Work thoughts was almost non-existing during this period
            - I felt very tired having been working the whole day and the night with beer and basketball match seemed as a very preferred thing to do, in order to relax.
    - After the match we decided to go back home and sleep not too late in the evening.

17th of April 2019 (Interview and last chance for leisure with Vytautas)

- On this day we woke up and met at a café that we have been meeting in before on my last trip.
    - Vytautas had breakfast to eat while I was having a beverage of a local drink called Kambucha made of a mushroom.
    - We were just talking the days agenda and preparing a bit for the upcoming interview that was arranged for that midday.
- We decided to move to another café that we also visited last time located in a park.
    - This new café were much better suited for working we both agreed and it allowed us to sit outside most of the time which was appreciated by us since the weather was sunny and hot for our enjoyment
    - We decided to wait with drinking alcohol at this bar/café and simply go with coffee and tea since we wanted to be clear in our minds for the interview.
    - We pretty much worked on our thesis until we had to do the interview
        - Work that included transcribing other interviews and keeping diary for this auto/self-ethnography study.
    - When it was time for the interview we connected with the person we were interviewing.
        - We then had a G&T and a Dark and Stormy drink each since we thought it could be funny to have an interview in a more casual setting and because that we this time were interviewing a person who also liked to have drinks with clients when traveling for work.

- o The interview were a bit difficult to complete partially because the connection were poor which made the sound unclearly from time to time. But it felt like we this time where going through the questions much faster and received answers much shorter than what I had been used to during the other interviews.
  - ▪ I was a bit stressed by not having questions ready for him every time he stop talking or were finished answering our questions.
  - ▪ I couldn't believe that we didn't really have more questions for him when the time hit 15 min. since all the other interviews were approx. 20-25 min long.
  - o We agreed on ending the interview and decided that we wanted to go have lunch at another restaurant.
- o We ended up at another restaurant than previous agreed on since the original planned one turned out to be closed. But the new found one were a small located in a very charming small street that allowed us to sit in the sun outside and eat.
  - o We ordered pizzas and two aperol spirtz
  - o I was trying to learn phrases in Lithuanian by Vytautas that could help me charm a girl possibly
  - o We ate the pizzas and agreed that the aperol spritz were just what we felt like drinking
- o We moved to another bar nearby to continue our aperol spritz drinking and also meet up with Vytautas friend.
  - o I felt like holiday in this moment, thus just a moment ago we were working on our thesis. But sitting in the sun and drinking with two pals, was relaxing and fun.
- o We had some played a game that allowed us to gamble about buying rounds of aperol spritz and soon we were getting drunk

- o We decided to move to another bar (Vytautas favorite bar) to have some last drinks
    - o I borrowed Vytautas bycycle card for renting a city bike to accompany them on their bikes to the new bar
- o When we arrived we met up with the bartender from the previous bar who Vytautas had invited along for a beer or two.
    - o I begun feeling more drunk but also delighted about being in the company with two fun and friendly guys like these.
    - o The work thoughts begun firstly to reappear in my mind when it was finally time to go back to my hotel to sleep
        - ▪ I realized that this was my last night/day with Vytautas and chance to discuss anything about the thesis with him in person
        - ▪ But since we were too drunk and I didn't wanted to ruin the evening with borring work stuff I didn't brought any up, but simply thanked him for a once again great hospitality and ensured him that I thought that we had accomplished good process in that week of my stay in Vilnius
- o I returned home to my hotel to sleep

18th of April 2019 (Going home in a fashionable manner)
- o I woke up and decided that I wanted to skip the breakfast since I didn't like the breakfast at the hotel anyways.
    - o Thus I planned to grab a lunch instead in a restaurant that Vytautas had shown me on my last visit called Grey. This restaurant were located just next to the Go Vilnius tourist information office and served local dishes of Lithuania
        - ▪ Since I had a few hours to kill before going to the airport I decided to go there and try out a local dish and maybe work a bit on the thesis as well
    - o I decided to walk to the restaurant since the weather was fabulous and I had plenty of time.
    - o When I arrived the restaurant had just opened and I ate my lunch outside
        - ▪ A local dish of catfish with potatoes.
            - • I was feeling a bit like a tourist at that moment but I actually were more excited to go back home to Denmark again and felt that I had more fun doing leisure with Vytautas than alone.
        - ▪ When I finished eating my dish I moved inside the restaurant to have coffee and desert while working on my computer.

- I was working a bit on my computer but over time it became boring and I start playing a game instead to kill time.
  - I felt a bit a shamed but at the same time it didn't feel like a business trip anymore since I was just waiting to go home
- Finally the time were right for calling a Uber car to come pick me up and drive me to the airport.
  - On the way to the airport I kept thinking if there were something that we had forgotten to work on and if we had used our time reasonable enough.
    - Basically I reflected and evaluated a lot on the day I was going home
- I arrived to the airport and went home.

Appendix 2: Transcriptions of Semi-structured interviews

      Interviewee no. 1
Employee 1 - Senior Bidding Manager

02:05 How do you perceive non-monetary rewards and do you have some in Wondeful Copenhagen?

02:16 well they don't the short answer is, we don't have that thing here. With that said, in the job position I have, some of the trips are sales missions, some of the trips are educational where I meet with clients but I also have ten sessions and some of them are networking events with other agencies or other conventions bureau and clients. For instance the ICCA Congress and the ICCA Congress is actually used as sort of a "now it is your turn to go" because it is perceived as something positive. I was there once and the year after he said, this year is not your time you can go the next year and I haven't been since and everytime I ask they say well it is someone else turn.

03:13¬†But it is because they use it as a sort of a incentive for us employees and especially for those who do not travel on sales missions and that is actually a funny way to look at a job, that I go somewhere on a sales mission and I am really working hard, I have non-stop meetings the whole day and that sort of counts against me, when it is about attending a networking congress where I actually think I would enjoy time and meet with clients and competitors in a relaxed atmosphere

03:51 but because I was on a sales mission, hard work from eight to ten sort of counts against me. So they... (laughing)

04:02 There is a thing of looking at something as an incentive for the employees and then they still think I am lucky because I worked (Laughing) 24 hours on a sales mission.

04:17 And you don't perceive this sales mission as an fun thing to do but more a tiring thing?

04:25 It really depends what I then use the sales missions for? Well I am an outgoing person. I like to talk with people but it is not when I am on a sales mission at IMEX in Frankfurt. its not that I actually get to see anything of Frankfurt. I arrive to the hotel, I am at the fair eight o clock in the morning, I leave the fair at 7pm o clock. We have dinner I go back and prepare for the next day.

04:53 I like my job (laughing) but it is not in that way, now when I was 3 days in Frankfurt so it is a funny way looking at it.

05:01 But with that said, there are other sales missions that are placed in a city, where I think, ok this is interesting. I might go a day before, I might stay a day longer, I might even bring my husband or my sister. And I have done that but that is me doing it so I use the sales missions to get a personal benefit as well. It is not my boss who says you can fly down one day before or one day after, so I use my holidays, my weekends I just take advantages that, ok I am in Barcelona anyhow I might as well.

05:40 So in a sense the company pays your flight tickets
05:43 You can say that they pay the flight tickets. So instead of flying home on a Friday, if a sales mission or what ever finish on a Friday. They don't care whether the flight ticket is on a Sunday but the Saturday and Sunday is my time and it is.. I mean they don't cover the hotel. They only cover the hotel until Friday and if I stay until Sunday it's on my own expenses.

06:13 When you do these trips like where you take a day extra on your own behalf. Do you feel that the experience of the entire trip, with work included, is different from when you only go on work. Also when you reflect about how you feel when you return to office and further reflecting on how you feel when you get home to your family. Does it have any impact on you?

06:40 I have actually done quit many trips work-wise where I brought husband, family, sisters, whatever.. and if they are...

06:57 It is funny like the other week I was in Gothenburg and it started on a Sunday and finished on a Tuesday, but I went up there on a Saturday, brought my husband so we could see Gothenburg and we payed the hotel night because that was on a private level. We saw Gothenburg and everything was nice, then he left and I started working, but then since I worked Sunday evening, Monday, Tuesday. When I returned I sought of had forgotten about the Saturday because it was the work that filled most in my mind when I came back.

07:31 In other Occasions I have done it where an event ends on Friday and then I brought someone down and it finished on a personal weekend.

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07:46And then when I returned from the trip, it is like "yes I have been working but I have also had fun" because it was the last days of the personal times that I actually remember when I come home.

07:56 It is really the last days that I remember, So if I went to whatever city spend 3 days, fantastic days but then would have to work afterwards, it would be the work mode I would return with, but I have done both.

08:09 We have been discussing the different affect of having the leisure days either before or after the business.
08:32 Yea I would defiantly say do it afterwards, instead of before. You might have people saying "no no do the opposite because afterwards you sort of tired" but after having worked a lot, yes you may be tired but you also very like (Sigh!) "done now I can enjoy" because if you do it before you sort of like "Okay I know I should be reading this or I should be preparing for these meetings and okay il do it"

08:59¬†Its more enjoyable when you do private time after.

09:03 So let me ask you this. When you go on a networking trip for ex. Do you think that a day before, with leisure could increase your ability to talk and networking? I mean you might have some destination experience to share as a icebreaker for instance.
09:27 In a very concrete example is, some of the ICCA workshops that I attend is a two and half day event and they always start a on a Thursday and they always start officially at 5pm o clock with a reception and then a dinner and then the next days are meetings. But in-officially as an offer and to basically put people together and to show that this nation. they always start with a city tour at twelve or something and this city tour could be walking or it could be biking or it could be sailing and then with the lunch and then it starts.

10:29 I mean I always tries to get there on time to join it because it is a icebreaker sessions it is nice to meet people especially if you know you gonna speak business with them for the next couple of days. It is nice to actually have a common reference, "oh you remember yesterday when we saw the square with the dancers whatever" it makes business easier if you¬† attended a leisure activity first but that was with clients.

11:01 So let me ask you this. if you had a day of before during business on a trip. Do you then feel the urge to get started with the work or do you?

11:36 In my head I know that the reason why I am there is the business thing. So it will always sort of occupy my mind. Even though I enjoyed it, like in Gothenburg where I had a whole day. I tried the electric scooters and it was really fun, and in that specific moment I didn't think work at all. But it was in my mind also when going out the Saturday with my husband having a dinner, but not too much wine because I knew I had to work the day after.

12:06 So it is not that I am like "why am I here? ahh I am just here with my husband" no no no, I know that I am here because I have to work. I enjoy but in a more... And thats why I say I prefer the time after, because then you can sort of (Sigh!)

12:22 Be free to do what ever?
12:22 yes exactly!

12:22 So when you think about the times where you done it afterwards. Do you feel that you evaluate or reflect about the work you have done on the same trip?
12:36 Nope! (laughing)

12:36 or do you just cut it off totally?
12:39 I cut it off totally!

12:43 So what about when you return to office?
12:45 Yea then I actually have a hard time remembering what the business was about. Because I actually felt like i had returned from holiday.

12:52 it doesn't affect me work wise, what I do the leisure thing afterwards, then I sort of forget to really extent that I actually forgot what it was all about.

13:09 So when you return after a bleisure trip. Do you feel when you get to you office. Do you feel different from a trip with bleisure included to a trip with mainly business?

13:33 yes but it have a positive and a negative impact on the leisure thing when its afterwards because the good thing is that I return completely relaxed and I am fine and I just had two or three or whatever fantastic days.

14:01 The negative thing is that if I just do business and I get home, then I am sort of in the mood (snapping fingers) "okay and I talked to her and I need to write her an email and follow up" but if I done the three days of leisure afterwards, I come back to the office and I am like (sight inverse through the teeth!) "ok what we talked about was that lady with the long hair? or ??" and you know its just so (hard to remember).. So it is sometimes it is more difficult to get back in the work mode when I just did something completely else afterwards.

14:35 How do you define bleisure?
14:49 I guess it is just to get most out of the destination in which you are in a time which is not completely integrated with the event itself.

15:04 I mean i wouldn't call it bleisure if I was attending a conference in Bella Center and then at night I went to a nice restaurant with my friends. For me thats.. I mean it needs to be before or after.

15:22¬† like divided up?
15:22 yes! and it might just be me but I think it needs to be divided, otherwise I don't perceive it as bleisure, then it's just yea I am trying to make the most out of a stay because I have to be there. I can still do a morning run I can still eat at a nice restaurant but it needs to be separated. And also very often when I have done bleisure and especially if it is afterwards, I mean I very often leave the hotel, where I was and then I book an Airbnb instead or I choose a different hotel, because normally when you attend a business event it's a business hotel and they have a concierge, and they have a fitness, and they have lots of meeting rooms. But it is not a place I like to be with my husband or with my friends or with my kids.

16:20¬†So very often when something is ended then I choose a different hotel which I actually like for my personal point of view or even Airbnb.

16:24 So basically I physically tries to move away from the work environment.

17:23 its a mental break. Basically the leisure for me is a mental break from work or from home, from dish washing or from kids etc. it's a break!

17:46 how often do you go on a business trip during a year do you think?
17:51 Now maybe.. 5 times, before I used to work as a meetingplanner I would be away 100 days a year. so that would be a lot. now its less.

18:08 did you find it find it difficult to keep your relationship with your family and friends, when you had your previous job where you were traveling 100 days a year?
18:17 no it's actually funny because I even increased it... oh well it could be complicated because I was always away. I was traveling on events in the whole Europe. But everytime we did an event there were some people in my team, who would really finish the event and rush of to the airport and get the flight and go home and I did that a couple of times and I just realized that when I did that I came home being tired and in a bad mood and I wasn't the good girlfriend and i wasn't the good daughter.. I wasn't really a nice person. So I actually sometimes said "ok the event is finished I am not gonna fly home until tomorrow" and then I stayed a day. I didn't do anything, I wouldn't even call it bleisure. I would call it survival. because I didn't see anything I just slept. So when I then came home I could be a nice girlfriend I could be a nice daughter I could be a nice sister.

19:16 So you experienced actually the business trip as tiring experience?
19:21 especially in the old days because it was a lot. A lot, a lot!. and I even had trips where it was back to back and sometimes I would have 2 or 3 days in the middle, where I was like "yes I could take a flight home, I could just wash my cloth and I could pack the suitcase and take off again or I could just..

19:46 you know I did lots about the events in the alps and sometimes like "ok I am in whatever mountain chain in Austria I could also spend 3 days in Viviana and then I could just take the train to Zurich or like I am gonna do that!. Because it was too stressful to go back and be a nice person and then take off again, then I were like "Ehh I rahter stay". But that was well you can call it bleisure but I didn't know It were more of a matter of..

20:12 But you used it for balancing the mood.
20:15 Yea I used it for balancing yes! and I did see Viviana but I would do it on my own.

20:20 Did you have any signs of stress connected to these business trips?

20:25 oh yes! but what I did back then also was I used to do salsa dancing and I would basically really look at the destinations were I went, because I would fly into whatever city in Europe, and I was "ok I go in one night before, I go salsa dancing" and I did that. So that was really bleisure because that was when I really enjoyed it.

20:58 and that sort of contradicts what I said before, because then I would go out, be out all night not have a lot of sleep, but I would arrive to work in a different country being in a very good mood, because I just experienced something really exciting that I liked at that time.

21:14 the same thing counted for your family and friends when you returned home. You would be in a better mood?

21:17 yes!

21:22¬† and did it help on your motivational factors also at work?

21:28 yes yes!

21:29 So you felt more focused on work?

21:32 yea and especially when I knew that I were going back to Munich then I know where to go.

21:44 In your previous job position, did your company then pay for your bleisure trip or did you pay yourself?

21:50 it was a mix. Back then it was a privately own company and they knew that we were on the goal at all times, so they actually did give us incentives and instead of taking as I said a very early morning flight. I mean my boss would say "why don't you fly down the night before and get settled in" what she didn't know is that I flew down the night before and didn't get much time to sleep, but it was like, I mean "do whatever is best for you" but if you feel it's better for you to arrive you know in good time and no stress "Do that!". and that saying when we went home I mean she didn't expect us to hurry out to the airport and fly back home!. Because she knew that I was a better employee if I came back balanced so, I mean we don't have the same here in Wonderful Copenhagen.

22:55 And that is actually funny when i said, with looking at a sales mission as "oh so then you can't go on this networking event with your colleagues because now you went on a sales mission" and I am like, "but thats work". How can it count against? you know,¬¥.

23:14 I guess it have to do with a budget and such

23:14 It has to do with a budget, I mean I have been here for 7 years so it is fine it is not a supprice but it is just when I think about how it was in the old days, in the old company were I was, that was privately owned.

23:27 they perceived it differently

23:27¬† It was like ok!

23:29 it was work and not...

23:30 yea but she knew that we not were gonna be a nice crew if we were exhausted, so she sort of tried to make us less exhausted.

23:42 she wouldn't ask "so when did you have to fly home?" or "when did the event end?" I mean she wouldn't even ask the question. We would just do I our budgets and that would be all fine.

23:54 But I always have a focus on when I travel if I can benefit myself personally or my husband. like "ok we can have one night out, that's fine you come with me" or last year my sister were divorced and I said "you know I have to be in Barcelona for 3 days, I have to work the whole time.. Come with me! we can have a late dinner together and you stay with me and you enjoy Barcelona and we wake up together and we goes to bed together". But you know I allways tries to.. My kids have been there as well. I always tries to benefit where I am.¬†

25:03 actually I have one more question. You talked about how the bleisure trips had an positive affect on you mood returning to family and friends. Do the better relationship at home then have any influence on your job performance?

25:37 No! and I think it is something very human I mean that you have seen people with a chaotic private life because they are getting a divorce or their kids are whatever.. and then work sort of becomes, where you can control things, "oh I got an email I have to answer it" and it could actually

be a break from whatever happens at home. So I would say whatever happens at home dosn't really affect my work life.

26:24 So have you ever chosen not to bring your family in order to get at break from the family on bleisure trips?

26:28 No because realistic they can't always go. But my kids have been... I mean two years ago we were in Barcelona on a sales mission and I told my husband and my kids " fly down on the last day" and we enjoyed it.

26:46 but yes sometimes kids are exhausting and sometimes basically just being away, where everyone is adults and everyone is polite. It can be a break!

27:02 And do you then feel that you are leaving your husband to take care of the boring stuff at home alone?

27:08 No he do the same thing to me. (Laughing) No but he travels as well, so we figure it out. so it's all fine and how it just is. Kids aren't more happy when mommy is away compared to when daddy is away and that is just how it is.

27:40 So there is a bad conscience sometimes, because.. but they will manage.

27:45 and now it really will sound like I put people in boxes.

28:10 I think it's easier for men to leave the family and the kids behind, than for women I mean for a mother. It's difficult to be away from kids as a mother, more than what I can see with my husband because he is fine you know and I am like (Sigh!) "how can you be a whole week away?"

28:30 So there are some kind of gender determined elements when it comes to leave your children?

28:34 yea because I have actually a trip to Montreal this June and it is a two and a half day event and I am looking at "ok if I can fly out and then I can just be there before it starts and then there is a flight just when it finish" and then some people say "but Montreal, why don't you stay? you should stay, why don't you stay the weekend?" and I am like "no I wanna go home with my kids"

28:58 I think that my husband would definitely have stayed the weekend and I might end up doing it simply because of jetlag and as I said before that I am not gonna go in the last minute for then being to tired to talk with the clients. And I don't want to rush to the airport to get home and be a bad mother and bad wife. So I might just expended it a bit but that is because of jetlag but I wouldn't be like "yea just stay there" I want to go home, it is a short break.

29:30 so would you prefer if we get some non-monetary incentives or rewards in form of either getting some days of to stay home with your family or to get some days of at the destination payed by the work?
29:44 I would choose home.

29:50¬† And that would be because of the family?
29:50 Yes!

Interviewee no. 2

00:38 How do you define bleisure tourism and what it is?

00:41 So bleisure for me would be the concept of me going on a business trip and having extra time to explore a destination on my own time... so not business related time. This the combination of that, that is how I perceive bleisure.

00:58 Do you think of it as, for example, if you go for a business trip and you do some leisure thing during the night, or evening on the same day when you've been working during a day. Do you consider that as bleisure or do you think it should be more divided more into days?

01:18 That is a good question. Sometimes in a night, you are still with clients, so that's definitely for my business. Other times it would be, going out with your colleagues for dinner after a day of meetings, that is still business. So it would be if its totally on my own, then, of course, it's not business related, but... for me it would be like, that you are playing down the hours that I've put into a business trip that would still be my business hours.

02:00 Have you tried bleisure yourself?

02:06 Yes, I have. It's not something like I'm doing every time when travel, because it's expensive. It's on your own time and it's on your own bill. So if I were to fly in a destination two days, three days before, I would have to cover my hotel expenses as well as other expenses. The flight tickets would still be covered but everything else that would be on me. Especially, if you are like "ok I will stay in LA on Tuesday" that would also be like a vacation day, so that would not be something that I would get from my company.

02:40 Do you consider that opportunity when you going on a business trip?

02:43 Yeah, sometimes I do. I have done that in the past, but as I mentioned it before it's expensive. So it's not something that I can afford to every time, because I have a family and also vacation days is something that I would spend with them, things like that. You know you realize "o yeah wore those days that I spent these vacation days on my business trip last time". So it's a good consideration that you have to make.

03:09 Do you have experienced bringing your family on your business trips?

03:13 No, but I've been with my husband on his business trip.I've done that three times.

03:24 So you were in the passive role on that trip?

03:28 Right, he was working.

03:34 Did he prolong his stay to have some days with you?
03:36 Yes, he has done that. Or he's been attending to meetings on a trade show, or he doesn't have to be on a stand, but just on meetings and then gives me time in the afternoon and then we are good to do something. So it's a combination. So that works very well for me, for the kids. We sometimes talk about "at the end of the day, it hasn't been a true vacation for him, it's nice that we've been there, but it hasn't been like time off entirely for him". But I used my vacation days, but he still has them. I mean, it's only vacation for half of the family in that sense. You are not together all the time. It works, kids love it, but it's not something that we do as often as we considered when we ant kids were younger.

04:31 How you construct your bleisure trips? Do you have leisure days before doing business, or do you do it after, or do you do it in between?
04:51 I prefer after, because I'm very focused before going on a business trip, prepare for the meetings, prepare for presentations, so I like to do it after. It's a treat. Whereas, if I'd start by having two days off and exploring, then I have to get into a zone again "Ok I'm actually on business, I'm not on vacation".

05:24 When you go on business trips, what kind of business trip would those be? would it be like networking?
05:29 So it depends. Either I go on a tradeshow, I'm in charge of US market thus it's always in Las Vegas. So recovering from jetlag is the core element of this sort of business trip. Last year I arrived the evening before everything started. So I can make one day before, so I can recover and of course, there is a leisure element. You might go shopping before the business starts. First time I came in just before and I stayed two days after, I've never been to Nevada, so I'd booked trip to Grand Canyon with a helicopter and all that. That's why I'm stating that it's quite expensive. 06:40 But you asked me what kind of trips, so the tradeshow could be one, or it could be sales mission, which is a lot of meetings, traveling around some times, you know flying in and out of places every night. Not so much networking as such.

07:00 When you have your leisure days after a business trip, do you reflect over the work you had been doing, or you simply cut off your thoughts regarding work you had done?

07:25 I don't cut off entirely. It's difficult to do so if I'm traveling with colleagues. Eventually, we start to talk about the meetings that we had, or we need to remember to do this and that. Even though it's not on your business time, you still can't stop talking about the experience that you had business wise. It's not all the time of course, but it just gets in there.

08:08 How do you feel if you compare your return to the office after business trips to bleisure trips? Do you feel any difference when you return to office in terms of your motivation and other aspects?

08:37 I think it depends on what kind of workload I have. So it doesn't make a difference to me if I had a day in Grand Canyon, and I return to work the next day knowing the fact that there is so much work to do.

09:03 Do you feel it's worse to get back to the office after having a leisure day?

09:06 Can be. We've just talked about it with my colleague and she said to me "You never take a day off when you return from traveling, you always in the office on the next morning" and I'm like "Yeah, because I have all this follow up, I have all these things to do, so I wouldn't take a day on my own after. Unless I've landed Sunday evening from the US, or EU, and I'm completely vested, so I'm unable to wake up which is very seldom, then I would maybe. But otherwise, it's better to start doing your stuff cause then your mind is more ease, cause you are not behind".

09:54 Have you ever experienced any stress symptoms of traveling with work?

10:00 No. It's nothing that relates to that. I mean, I think we're very good at this, cause we have the colleagues who overtake my emails while I'm on the business trip since you have very limited access to your email box while you on trip. So, that helps a lot. 10:29 But again that would depend. If something would happen to my clients and it would be an urgent issue that needs to be tackled, then it would be different. But I can't mention any example of such a situation.

10:47 What positive and negative aspects do you think bleisure tourism could have for an employee?

10:57 It opens your horizons when you travel. So within business tourism or tourism in general, we sell destinations by combining together different perspectives. 11:28 Plus it can be an incentive for using employee that you get to do some sightseeing apart from only focusing on duties. But of course, it's no more an incentive when you need to pay for it, on your own time, if you do prolong your stay. 11:49 But things like coming to Las Vegas a day before to recover from

jet lag, that of course is on company time, but it's also time away from family. So it's always a balance. But if you like traveling it inspires you and do a better job.

12:17 Would you look more forward to go on a bleisure trip that you've planed or just an ordinary business trip?

12:25 I think I would. I was looking so much forward to that Grand Canyon trip. Oh yeah yeah, definitely.

12:34 Would you say that you are happy to go on a business trip or bleisure trip, to get away from friends and family?

13:03 I've never had a thought like "Oh yes, now I will get away from my friends and family". I've never had that thought. On the other hand, I have had that "Oh I don't wanna be here so long, I'm just gonna fly out as soon as I can". So this year in Vegas, for example, I'm flying in a day before so it's not that bad with the jet lag as it was last year. But I'm already flying out on Thursday evening just after the show and I've never done it before. That's because I need to be that weekend back home.

13:39 We look into how it can create work-family conflict when you have to travel a lot with work?

13:35 There are different factors you know. You need to think of how often do you travel. If you traveling every month and that's not me, but if you are then that would limit bleisure a lot. Cause you really can't afford to be away from the office as well as from family that much, that's one thing. But also if you do have a family and if your spouse is traveling as well, how much is your spouse traveling. So it's always like that. Home for me is always a puzzle. So my husband travels a lot, it's like any other week. I need to keep that in mind as well. 14:24 If I were alone on my own, I think it would be just a financial issue, "can I afford to stay on two days more to experience a destination".

14:37 If we say that your organization would pay for your extended bleisure trips, would you consider it to be as a non-monetary reward tool that would motivate you?

14:59 I would definitely think that would be a bonus for me, even though that the Wonderful Copenhagen wouldn't cover my hotel expenses, but at least extra days off work wouldn't be counted as used vacation days.

15:18 If the organization start viewing bleisure tourism as HRM tool for increased job satisfaction of employees, would it make sense for you to extend your stay at the destination?

15:39 For me it would make sense and the idea make sense.

15:52 Or would you rather prefer a cold day off with your family here in Denmark, compared to a couple of days off in a destination?

16:11 Well.... amm...

16:14 Basically, the question is would you choose a family or paid vacation?

16:23 ammm.. I'm just thinking about the situations...

16:29 Would it make it easier to choose if the organization would pay for your family to go with you on these extra couple days?

16:36 Oh, I mean Wow. That would make a big difference. Cause when you asking me I'm like "Yeah, that would be cool to have extra days on my own time that would be paid by the company". I wouldn't enjoy as much on my own, so it's nice to share those things, so time off is nice to share with somebody and if you are not doing that then I'd rather be home with family. 17:08 Unless it's a destination that you know that you will never have the chance to see this thing again.

17:21 You feel that you could be better motivated at work and increased job satisfaction by having a better work-family balance?

17:53 Yeah, definitely. It sounds appealing.

18:00 Most probably older generation prioritize more work-family balance than the younger once. And the question I've asked would be answered differently if you were asked it when you were in your 20s.

18:15 Of course. That would have been the same for me If you've asked me 17 years ago. Cause now you are willing to share those experience with your eager kids, so they can say "so cool that we've gone to US" one day.

18:43 So, would the possibility for your family to travel along with you would be an important factor to travel more on bleisure?

18:59 If I were traveling a lot. If I were to go on business trips twice a year, it might not be as important, cause I'm not away that much. If you are traveling extensively, then it would be cool to have a bonus trip in which I would be allowed to bring my family to the destination and some

traveling expenses would be covered by the company, or at least it wouldn't be regarded as using my vacation days and it would be paid by the company.

19:34 Actually, we've noticed from the literature that business tourists tend to have problems with family, health, and in general how do they feel about their physical and mental health. And we want to find out whether bleisure tourism could be used as a tool to reduce the negative side effects that go along with business tourism.

20:38 I wouldn't consider myself as a business tourist that travels a lot on business. For me it's 5 business trips per year.

20:41 It's still interesting to see how it is different from you.

21:02 I don't think that we have the most stressful work. But I'm trying to think of how much my husband travels on business, and how much stress he has. I think, he doesn't have mental stress that much I would say. But, cause he travels much on long haul business trips, he is much more quickly ill than I am, like easily gets cold or something like that. So there is a lot of physical stress and it makes you be more susceptible to catch a flue or whatever. So for him, it happens more frequently than for me. 22:19 Also when you on business trips there is a tendency to have more wine, you have a tendency to drink more alcohol. And also there is a difference if you work internationally but within the EU then it's not that bad because it won't affect the sleep rhythm that much, you won't have jetlag. But if you work internationally crossing different continents, then it might have way much more side effects on your physical health.

23:21 Considering all these side effects of business trips, do you think that bleisure could be a solution?

26:11 It needs to be flexible. This is the main aspect that I really care about. It needs to flexible to be a value, to be considered as a reward.

26:25 how do you feel about going on business trips? Does it motivate you?

26:49 Yeah, but it's not because of the trips. But some of them is motivating me. But it's also because I like to speak with the clients, face to face cause then you get the different dialogue. That's what I like as well. It's not like we always go to exotic places. It might sound exotic from first sight. But in reality, it's not the experience that you can get from Hollywood movies, it's not that amazing.

28:16 One last question, do you have any thoughts or reflections or any work-related concerns while being on bleisure, as the example that you've mentioned with Grand Canyon?

29:44 I mean we went there with my former boss, so we've definitely talked about work in that trip. I noticed a tendency that you just switch over to the topic which is common for you and your colleague, which is in most of the time work. But still, as I remember that trip was more like a leisure trip. That was a good trip when I let go the job-related issues.

30:27 Do you think that making Grand Canyon trip before business duties wouldn't allow you to relax as usually on leisure trips?

30:41 Ammm.. maybe. Or maybe not owing to the fact that I was really concerned about that trip with Helicopter to Grand Canyon.

30:56 Then, let me ask you like this. If you didn't go on Helicopter and all this dramatic stuff, but just lay at the beach for example.

31:01 Oh, then I would definitely be way much more preoccupied with thoughts related to work, which is why I wouldn't choose to that in this way. It would be difficult to make that switch. 32:21 And also the idea of me bringing the family to my business trip and knowing that they are with me would distract me easily. For example, in a hotel, I would stay with my family in the same room and would hear my kids snoring, meanwhile, at home, we have our own rooms so the quality of spending time with family at home and at the hotel is different. At home you enough space where you can stay focused or to rest properly. Being on a business trip with family wouldn't offer that staying in a hotel. So it's difficult to separate these two, i.e. business and family when I travel I find. I'm impressed that some people can do that, but personally, I can't. 33:21 Oh. I've just remembered that actually, I did bleisure with my family, but I didn't bring them, they came. I was on a Tradeshow in the UK that lasted for 3 days, so after it ended and I'd said goodbye to the partners, I took the train to London and met my family. We'd stayed for a weekend in London, so actually, we did that some years ago. But they were not at the same time and not in the same place and it was after doing business as well. So that kind of fits to the whole model of leisure but just strictly dividing business and leisure travel, with no blending.

Interviewee no. 3

00:29 Firstly I will ask you, how do you define bleisure tourism?

00:37 I do know bleisure tourism as a mix between business tourism and leisure tourism and it can be both in conjunction with a business trip in my opinion but it could also be that you are on a business trip and you catch or you find inspiration in a destination to which return either with or without you family

01:01 Have you tried bleisure tourism?

01:10 I do. if I can then I do try sometimes sometimes to extend my stay with a day or two when I go on a business travel.

01:18 So have you any experience with having the leisure days before or after the business conducted?

01:30 Both! it depends on how far I travel and to which destination and it also depends on what time of the year that I am traveling sometimes when it is really busy at work it is simply not possible to be away extra days.

01:49 but if I am traveling far away then I can take either a few days before or after. So it could be either or whatever that fits perfectly into the calendar.

01:57 What do you prefer?

02:04 I do have a preference actually, because... you can say that often you are so busy prior to a business trip that you would take it afterwards but actually I find myself being so necked after a business trip because many of the business trips that I do, involve a lot of people and eighteen hours workdays consecutively.

02:28 So it is best actually for me, to take it prior to the conference rather than after.

02:34 After I just want to go home to the family.

02:36 So I understand that you prefer to go home straight after the business since you have family/children to return to that you rather want to spend time with since you are so tired anyways.

02:46 My decision depend very much on, what does the rest of the year look like or what that particular month look like? Do I have travel that is sort of is in bulk you know there were two or three trips in a row, then I don't take any bleisure because, the little spare time that I have I want to spend with my family or does the trip come when at a time where I seen plenty of the family and therefore you know.. I can take a day or two or three prior before without being to unpopular at home.

03:23 Do you use it as a break from all the family chaos sometimes?

03:26 Absolutely! and of course you could argue that with bleisure tourism you have an opportunity also to bring your family if you would, but the problem is just in the fact, that many of the business trips are right in the middle of your children school days and you cannot just take them out of school because you are going on a trip somewhere. And since they have to stay at home, typically the spouse has to stay at home unless you got somebody else to look after them

03:58 So I have only taken the family perhaps once in the 15 years that I have been traveling

04:05 How did you experience that? did it conflict with your professionalism?

04:16 I didn't involve them at all. They flew to meet me after.

04:23 I dont want to mix business and family life at the same time, if I can avoid it. I know that a lot of people they bring they spouses and you know many conferences have a accompany in persons programs specifically for this but for my spouse it is not relevant and for me to be perfectly honest I am so caught up in business for long long hours, that I rather want to spend the time together when the conference finishes or prior to the conference starting.

04:57 Have you ever experienced any family or friends conflict caused by a frequently business traveling pattern?

05:05 fortunately not but then I am in a very fortunately situation that I have a husband who is very flexible regarding my trips. He knows that's part of my job description and he doesn't have a job where he travels a lot so obviously it is not only down to the person and the person flexibility but also his or her circumstances at home. So I have children that are really easy going, so if I had children that would for example that were ill a lot or that would need special needs, then perhaps that could create a problem or if I had a husband who traveled a lot too or had a very heavy career job and was under a lot of strain there which would then inflict an even further strain on the family then situation would be different but fortunately for me I have both a very large degree of freedom and flexibility to travel when I have to.

06:03 So that is not something that could be an issue for you?

06:06 No, I dont think that I would be hugely popular if I sort of stayed away for an extra week everytime that I went to a conference. But if I stay an extra day that is typical not a problem but then again I try also to be considerate off the family I mean it goes both ways.

06:26 I will ask you about motivational factors. Do you find business traveling motivating? also do it have an affect on your satisfaction as an employee?

06:50 Well absolutely, not only is it a very important part of what I do. The whole sort of relationship build in nurturing of the meeting industry is paramount for me to actually do my job.

07:02 So if I want to convert business or to do international sales I have to be out there on those platforms.

07:11 So it is both a motivational factor in terms of reaching the goals and the KPI that we have for the department but obviously its lovely to meet people from the meeting industries with whom you can not only co-learn, co-create but also exchange a lot of ideas and problems or practices with, and also meet your clients and get an update on off what is going on.

07:33 In terms of the destination it can be motivational obviously to go to a lovely destination if you never been there before but it is not the primary motivation for me.

07:44 So would you say when you choose to do some bleisure, would you then use it for some recreational purposes or would you use it for networking, or other professional certain purposes?

08:03 If I take extra days off, if they are with the purpose of networking, then it wouldn't really be bleisure because then it would be work. So if I take days of in a bleisure context then it would be because I would have time off and I would explore that particular destination for many reasons. It could be for example that I have family living there or friends living there. You spend the time visiting them or it could be that it's a destination you never seen before and maybe you will never come back to it again and you want to make sure that you have sort off just sniffed arround the yard and you have sort off just explored whats about this destination or it could be a hop for further travel if its really far away and you want to explore further regions.

08:51 So Cultural experiences?

08:56 Cultural experiences yes!

08:54 So if, I take extra days off and it is in a bleisure context, then I would do it for recreational or for experiential causes. I would explore that particular destination.

09:06 Do you feel that you have the ability to kind off cut off work thoughts from your mind while doing these activities on your leisure time?

09:16 That is defiantly my aim and I try to do that as much as I can. It doesn't always work, because funny enough the world keeps evolving around you and so do your email inbox and sometimes your receive calls even though they were unsolicited and we have clients from all over the place and they don't necessary know that I am away or have days off.

09:43 So it very much depends on how busy we are at the office at that particular time, so if we are incredible busy it can be very difficult to actually make that detachment from your work. If it is in a quite period which we almost never have, then you can switch everything off. And offcourse you have the option, because thats the choice you make to switch off you email and phone.

10:17 and that's a choice that you make, and sometimes I have been in areas of the world where, there is just no way to get hold on me but then offcourse you need to have the consideration to inform your team or someone at the office that I am out of reach for the next few days, so if there are anything going on, send me a text messaging and then perhaps I will get it or otherwise you need to deal with it.

10:39 So as I understand the you prefer to take some days off prior when going on a bleisure trip?

10:56 Sometimes, well it very much depends on where I am going and for some of the destination where it's f.ex. our IMEX trade show and our IBTM trade show that goes back to the same city every single year, Ive been there god knows how many times. And it is allways in a very busy time during the year.

11:19 I fly down as late as I can and I go home as early as I can and I very rarely see any of the destinations, but when it is f.ex. ICCA Congresses where we are sometimes away on far away destinations, then it would be a real shame not to take a few days off and just get a slight feeling of what the destination is like.

11:46 I never tried to take an actually vacation with the family in connection with work. Maybe il try that next summer holidays, because I have to work in the middle of the summer holiday so it is just out of necessity really. But that has not been decided yet.

12:08 When you have leisure days included to you business trip, would then say that it contribute to the motivational factors and general focus on your work given the days were placed in prior to the business?

12:24 Well it sort of adds to the excitement of going to that particular destination but it dosn't really feed into the congresses as such. but it does give.. it leaves you with sort of an overall feeling of the destination to a much larger degree compared to when you just fly in, you are in meeting rooms all day long 3 or 4 days and then you fly back again, and you have no idea which... it could have been anywhere on earth.

13:09 It can be motivational to go to an exciting destination and make a combination of a few days off and see it and have that experience.

13:25 It can if the destination was attractive and lived up to your expectations give you a different feeling and experience of that destination obviously, so when you come home the way you are an ambassador for the destination or not an ambassador for the destination or that you do referrals of that destination you are far more likely to give referrals to friends, family or colleagues from a destination if you been there a few days before or a few days after and had a chance to live the destination.

13:59 That bring me to ask you if you ever reflect or evaluate on the work that you have been doing on your bleisure trips during the days of leisure after during the trip?

14:04 No! well I say no very categorically and it is a truth with certain modifications, because sometimes when a business trip has been incredible intense and you go directly back to your workplace and you are right back of the home drum of things, then the time for reflection is a lot less, compared to if you have a few days of afterwards. And all though you don't want to bring your work with you too much there will be experiences or conversations that you had, that you perhaps have some more time to just dwell on than if you didn't had those days off.

15:04 So there are some opportunities for reflections if you take days off afterwards. That reflection would not be that pronoun if you take days off prior to. however where that could have an impact is when you do the evaluation of the congress or the conference or the business meeting or whatever it was.

15:30 If you had a medium conference f.ex. but the days you had prior to, were fabulous. The tendency would be actually grade the conference slightly better because you had that experience. You bring something positive into the overall feel of the destination. If you haven't had that, if you flew directly in there, you perhaps only saw a charming or not so charming hotel and you flew out again and somebody ask you what did you think of the destination. Well nothing really!

The hotel were like the hotel anywhere around the world.

16:09 but if you actually had some days prior to, then you be able to actually grade that in a survey in an entirely different way.

16:18 So you link the destination to the work?

16:22 Yes!

16:22 If there were any solution incorporated to the company that would allow you to bring family on your bleisure trips, would that be something that you would be interested in?

17:41 Well if the circumstances are right and the children were out of school f.ex. if I was going on a conference in the middle of a school holiday, that would not be great for me. I would hate to work while my children were off. But if I had to go, then it would feel a lot less as a hassle if I brought the family and I wouldn't feel so guilty about going in their school holiday, if they came along and had an experience, then they could walk around with my husband and do something and perhaps we could see each other in the lunchtime. But it would be lovely to have them with me.

18:21 I typically don't mix the two things because basically all of my trips while my husband works and my children work. So it would be difficult for him to take time off as we only have a certain amount of holiday a year and it always corresponds with when our children have they school holidays, so it is difficult to take extra time off, extra holidays and certainly because my children are the age that they are it would be difficult to take them out of school.

18:55 I think that it is different perhaps for colleagues who have smaller children were you are not depending on school rules and regulations. In my children school, we can't just take them out of school, outside of school. You have to ask permission and most of the time it is not granted, because they have to stay and do their school.

19:22 But the situation would change entirely when my children leave home for example. So when the day come where it is only my husband and myself at home... Great! I think it would be.. because then you know, we are not tired to school holidays, we can do holidays anytime we want and that's when it would be a motivational factor to a much larger extend than it is today.

19:49 If we say that the bleisure would be a part of a non-monetary reward system through HRM, then it would mean that you wouldn't use holidays days saved up and they would pay for extra

stay with the intentions of making you more motivated and effective at work.. would you agree in that being a reward?

20:40 Well it could be and it couldn't be and I tell you why.

20:47 it could be an incentive to have a one or two, three days stay payed and you can stay and you can relax and you can experience, and hopefully you would come home and be rejuvenated but on the other side of the coin.

21:06 When you have a very busy work-life it can actually be more stressful to take those days of because you know that your inbox is just growing by the minute. So you know that rather than you had 300 unread mails when you come home you would have 500 unread mails when you come home, so there are another potential stress factor in the work that we do here, because I don't have anybody who looks after my inbox when I am away. It just keeps ticking in there and as I work 16-18 hours a day while I am on conferences then I either do it in the middle of the night, check my mailbox or I simply leave it to I come back home and then I simply can't take days off because I would be stressed out by the thought of what would be there.

21:55 So it could be an incentive at not so busy times or if you had to, you know if it was in some connection with some holiday that you were taking anyway and then you just got a couple of extra days. And if it dosn't collide with your family life at home the work life balance which is so important if you want to have a non-stressed and balanced employee.

22:22 Would you consider when you go on a business trip, someday you would go one day prior just to handle the jetlag or to be well rested before the meetings. Would you consider that day as a leisure day or work

22:42   That depends on what I do with it. If it is only to recover from jetlag it is a leisure day, but typically I would be working, so maybe I would only be working 4-5 hours but typically I would be working.

22:57 So would you define bleisure as a trip with the business and leisure divided up by days?

23:14 yes. So it could be the conference starts on Sunday morning, you fly over on the Friday night and you have all of the Saturday to get over jetlag. You get up in the morning, you work until the lunch time and then you close your computer and you go for a long walk and you see some of the great sites and you clear your head and everything else. In particular because the next 4 days will be 18 hours of workdays. I would consider that a work day.

I would typically say, if the conference starts on Sunday morning right then I would fly out on Thursday night, and then I am working a bit on Friday and then I will take Saturday off, then that's for me a bleisure. I am leaving my country to go where the conference is taking place earlier than I need to. And the earlier than I need to by definition, is where the bleisure component is.

24:58 And the conference ends on a Wednesday night, right I can't go home on a Wednesday night necessary with a flight. So if I could have a flight on Thursday morning... Fine then it's all within the business time frame. But if I would stay to Friday then I take that as a day of leisure.

Interviewee no. 4

00:19 How do you define bleisure tourism and how do you understand it?

00:29 As you know bleisure is a combination of leisure and business. I'm really a big fan of that concept, cause that's what I do quite a lot throughout a year working on a sales department where I travel about 6-7 times a year, kind of always combine business and leisure to a certain degree. Also because of the job that I do, traveling a lot of with coworkers in the industry or network partners. It's very rare that I travel alone, so when you travel as a group it comes naturally that you go out with a group in the evenings for dinners, also you might arrive one or two days before depending on where you are going. If you are going to the states you would like to arrive two days before, not to have jetlag on a day when the workshop or exhibition starts. So if you going to Vegas, maybe going to see a show, go for dinner. But often with coworkers in the industry, so it is still work, you are still creating relationships with business partners. So yes, it's a mix of business and leisure.

01:48 So generally you define bleisure as a way of traveling that isn't strictly divided for business and leisure time, for example dedicating one day for leisure, and following days for business?

02:01 Yeah, it's kind of a mix, all the way through whatever purpose you are going abroad for. For example, tradeshows and workshops with partners, there is always a leisure element in it. Cause you might be working during a day, then in the evening you do something that is more as leisure, but it's still with your coworkers.

02:30 Do you feel somehow that bleisure trips motivate you at work, or it increases your job satisfaction?

02:54 Yes, it does. Of course, it depends on your employer as well, how flexible they are with your trips and whether you are allowed to stay another two days. Of course, if you add another two days you pay for the accommodation yourself, flight tickets might be more expensive if you are leaving a bit earlier. So, in general, the flights have to be the same price for a company to cover it, as it would be on the day of departure for attending a workshop or a tradeshow. If you leave Saturday and workshops start on Monday, but if the ticket on Saturday is a lot more expensive than leaving Monday morning, then you just need to clear it with your boss. Cause, you should pay the difference. It's always if you want to add another day or two, that's what I'm doing, you always do it before event starts, not after. Because after you can expect, that you are pretty drained and tired.

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04:18 As I understand you are doing networking during your leisure time and you considering that all the leisure activities that do with coworkers it's your leisure. Am I right?

04:39 Yeah, but it is also a part of my work. Because I could also choose to go out in the evening by myself. Not seeing anybody at all, going to visit some of my old friends that I know that they live in the same city that I came to, to meet with them. But I choose to spend my spare time, most of my spare time, with coworkers in the industry. Of course, it depends on your personality, whether you like doing that, whether you like mingling. It's not that we discuss work, I know a lot more about our trade partners, than I do certain colleagues here within the organization, because I sit in a plane with them for a couple of hours, I dinner with them every night during a tradeshow, I know a lot of personal stuff about colleagues in the industry. It's not work related, but then again it does come work related because you create a trust relationship, so when we know each other it's easier to do business with people as friends that you know them well. So it's good for the employer, cause that's the way you build up relationships.

06:00 Do you have some mere business trips or all of your business trips happen to be rather bleisure trips?

06:17 Depends on purpose. When I think of them, then most of my trips are about attending Tradeshows where we all represented on one big joint stand, lots of partners together, so then you can't really avoid them. I said it as a negative word "avoid", but I didn't mean it. But it's very rare that I go on a business trip to just attend a conference or meeting where I don't know anyone. That doesn't really happen, I always know somebody. If you've been extremely busy, or it's been a long day you might just go out with partners in the evening for a couple of hours and then you go back and do some work on your pc and you go to bed. But in general, I like, it's a great opportunity to see the destinations and have a great time with your colleagues or trade partners. 07:20 I mainly travel within Europe and it's mainly London, Barcelona, Frankfurt. Actually a lot London and London is also a bit different. It is a different situation for me because I used to live in London, so London is a place I can go for meetings with our colleague (Danish name is mentioned) and also with clients and then I will combine it with some extra days where I spend time on my own, because I know people there. I like when I know people on a destination. I'm not that good on exploring a destination by myself, but London I know, it's like my second home and I know people who live there, then I like to add a day or two extra for private needs. But if it's joint tradeshows and workshops then I spend most of my spare time with trade partners.

08:13 Have you ever brought the family or friends to these business trips?

08:17 No, but I could, but I don't. I have family and kids, and sometimes I have thought about going to a destination with the kids and then they would have to go back before I attend a tradeshow or conference or whatever I'm going to. It's an individual thing, but if I go somewhere and it is for business, then I'm very focused about what I'm actually going there for. So, I don't like combining it. It would conflict my focus. And as I said it before, it would never work if they came after the show cause I would be too tired, and wouldn't be very social. It wouldn't work. It rather should be beforehand.

09:11 Is it correct If I understand you right, do you prefer to have days off before business trips start, instead of after?
09:18 Yeah, I prefer to have days off before business starts. After, as soon as all the shows and workshops are finished, I just want to get back home on the same day, as quick as possible. Cause you are tired, and you've been very social for several days, and even though you've enjoyed it, you are tired and drained. And then I need a day or two, to kind of recover. Get new energy before going back to work.

09:41 So when you come back to Copenhagen, you take one or two days off, or work from home to recover?
09:48 Yeah, it depends, cause we are often away for tradeshows that last for 3 days, then we come back on a Thursday night, then I would work from home on Friday or take a day off.

10:02 Do you use that time to reflect your business trip?
10:18 Yeah, you reflect on what you've been learning or the people you've met, the leads you need to follow up without any disturbance of colleagues. But it's nice work doing it.

10:34 So when you have a day off that you use on networking, does it contribute to your work?
10:57 Absolutely, as I mentioned before because this is the way you create relationships with your clients. Even though we might look as friends, we are also business partners. It is just a trusted relationship that you create is worth a fortune when it comes to doing business together it makes it a lot easier.

13:20 Do you feel that going on such trips contributes to your mental health?
13:32 Yeah it's rewarding. It doesn't feel like work. But when you think about it is work. If it comes naturally to you to be outgoing and creating relationships it's very easy to do such a job.

14:10 Would you be equally motivated to do your business on these trips if there were no pre-business days before the actual work agenda starts?

14:30 Remember this is not just pre, this is also while the work is being done. In some of the workshops, there is a social program involved, arranged by the organizers and there is also a social program in the evenings. But I would be less motivated if my business trips were all about traveling alone and being alone. I don't mind meeting new people, but it's not the same as going with somebody that you already have a relationship with. I might not the person yet but it has to do with your job. I wouldn't be as motivated if I was just a kind of business traveler that goes abroad to attend meetings all by myself and did everything by myself. That would be insane. Some people enjoy it, it depends on your personality.

15:38 You've never experienced any family conflict because you are traveling with work?

15:47 Yes, when you have smaller kids, then it's more difficult to have that balance between work and private life. My kids were around 5 years old when I started to travel abroad for business purposes so I hadn't that much work-family conflict as it might occur with younger kids. But if you need to reconcile your busy agenda with your husband, then, of course, there can be conflict sometimes. It is not as easy when you have kids. As kids get older it's a lot easier, as soon as you have teenagers, everything is easier. But of course there are conflicts it requires you to become extremely organized and you good at communicating with your partner to sort out diaries. I don't travel too much, but six or seven trips a year can still create conflicts, especially if it's at the same time as a partner want to do something.

17:26 Would you say that your balance in life, or in other words Quality of life affects your performance at work?

18:06 Personally, not that much. I'm very good at leaving my problems at home when I go to work I'm at work.

18:32 If you feeling comfortable, motivated and happy about your work is it better for your private life?

18:42 I would bring more work problems back home with me than the other way around. I'm not that kind of person that talks about my personal problems at my office, maybe end up crying because of something at home. But if I have problems at work or with some colleagues, then you go back home grumbling.

19:15 Do you think that bleisure trips have some affect on your personal life? Does it have an affect on your Quality of life?

19:28 It doesn't have an affect on the Quality of life. Also, I still need to plan my time and fix it with my Ex-husband. I kind of know when I'm gonna be away in one-year perspective. So most of the dates are known well in prior, but it doesn't mean that there won't be more business trips during that year. It doesn't create many conflicts in the family, it is mainly because as you get older kids and they become more independent and it's not as complicated to find solutions. They can be alone, they are already 16 years old twins.

20:27 If the concept of bleisure tourism were implemented as a part of a reward system in your company that would allow you to prolong your stay and bring the family together to the destination, would you enjoy it or you would rather opt for staying at home with the family?

21:00 I think it's a great motivation for employees. What I would do it always depends on a situation. As I mentioned before, if I'm going away for work, my focus is on work. I actually like to look at those things separately. That doesn't mean that if I'm in London and I know people there, I wouldn't like to go and see them. But I would prioritize my work duties. And if it's your family then you need to pay them more attention for them, and you can't give it anyway cause your mind is elsewhere. But I still think that it's an extra bonus for employees that they can get that opportunity.

22:03 Do you feel more motivated by going on bleisure trips now when compared to the times when you were younger, starting your career? Do you see any difference?

22:27 It's down to personality. The more experienced you get in many ways when you get older and maybe you've been to some destinations before and then it kind of makes you feel safe and secure that you know a destination, and you don't mind if you spend some of the time there alone. Even though I said that I like to be with other people, I don't mind walking in Barcelona or London because I know the destination and that has to do with the fact that you getting older.

23:09 But the thing is that you enjoy being socially active while being with colleagues, so it is kind of recreational time for you...

23:17 But I always get surprised when I get back home from the trip I feel so tired, so drained. But I enjoyed myself, even though it was hard work. But actually, you use a lot of energy on being social, even though you enjoy it, it is tiring as well. You do kind of shut up for a day or two afterward to charge your batteries again.

23:57 It's a dark side of business tourism.

24:09 Only for those who are traveling really frequently. But in my case I have good balance, 6-7 trips per year is a good number. If I did it twice as much, then I wouldn't think I would enjoy it as much. I think I have a perfect balance between my office hours and my traveling hours. I'm not complaining. I like the way it is. And then it gives you energy. If traveling becomes too much, then I think it takes your energy. It's not fun to be on a plane constantly or to live on a suitcase in my opinion.

Interviewee no. 5

00:38 What is your job daily routine?

00:50 I'm at the office around 9 a.m., sometimes earlier, making tea or coffee, saying hi to employees, opening my email and trying to sort out, if I' worked late last night then trying to catch up with candidates, replying emails. So we recruiting for the language center jobs all around Europe, so the beginning of the day is more or less sorting out who is going for which job in what languages, so we don't end up promoting a lot of same jobs. After it, setting up meetings with candidates, having those meetings. So we are doing a lot of interviews with them. Catching up with our remote recruiter who is in Malaga and catching up with the Danish office to make sure that we are aligned and there is no issues or anything. And that is basically the day over.

02:20 So you basically you work as a full-time employee?
02:27 Yes.

02:34Are you settled down in Copenhagen or somewhere else?
02:34 I live in Malta, but we have recruiter sitting in Malaga, and then we have the office in Copenhagen as well. So I'm a bit zigzagging in between.

02:44 As you know we are actually studying bleisure concept and we try to look at it as a possible motivational tool that could be used by companies to increase their employees well being. So we would like to start out with finding out whether you have ever experienced to be on a bleisure trip?

03:21 Oh yeah. Before this, before my studies in Malta, I've actually worked for Wonderful Copenhagen, I've worked in the convention department. So working with them and going around with conferences, the bleisure was quite a big deal and quite something that we've talked about a lot. Now I do it myself as well, I'm traveling around the conferences now and I've been doing this for the last 10 years, i.e. attending conferences but always taking a bit extra days here and there to explore the place that I'm actually at. So I'm quite taking some advantage of that and using that possibility. And I do think that it's a motivational factor because meetings and conferences, traveling around is a lot of meeting rooms, not really seeing places. So offering an extra day here and there for the employees, I think it is something that can benefit the whole motivation at the actual meeting or conference.

04:38 And how would you define the concept of bleisure?

04:41 Combining business and leisure. But that would be everything from taking a meeting out to a nice restaurant, instead of sitting in a boring meeting room. It can be that extra day that you give your employees if they are traveling.

05:15 Would you consider yourself being on bleisure trip in case of not having extra day off work duties?

05:32 Well it very much depends on how the meetings are designed. I've been in some meetigns that were really nice designed in really nice resorts, setting nice board games within the meetings and information about the place we were. So it's been turned to be more leisure than business. We are still doing business, but it's different and it feels it works. So if you set up like that, I could consider it as bleisure.

06:06 How often you are on bleisure?

06:12 I wouldn't say that all my travels are like that. No, but I do try. I feel like also, if you are allowed to bring your partner or friend, that could make it more pleasurable experience while being on business trip. I'm trying to combine my business trips to Copenhagen with leisure and meeting friends, so that's not necessarily coming from the company. But it rather comes from me trying to make a combined trip. Actually, I would say that almost all of my travels is basically combined business and leisure trips.

06:55 Have you had just business trip? And have you noticed any differences in how do you feel after having a bleisure trip compared to after being on a business trip?

07:09 I have had that. Being able to combine business and leisure simply lights you up. And actually, if you meet a bit of your personal needs out of business trip, it lights you up and you don't feel that it's a heavy one. If it is a pure business, you're landing in the airport, getting a pick up straight to a meeting and then getting back again, then these kind of trips getting awfully long.

07:50 Do you prefer to have a day off while doing bleisure before or after all the business is done?

08:04 That doesn't really matter a lot, I think. I guess I would prefer to have after, owing to the fact that you will be already more familiar with the city.

08:25 So you use your business time to benefit the quality of your leisure time?

08:35 Yeah. Sometimes you can do otherway around. So if you go there a bit before, you can charm your business clients cause you already know a bit more about their city.

08:48 Is your company encourages employees to go for bleisure trips?

08:52 Yes, I would say. But it's not a part of incentives program or something like that. There are two different ways how we do that. There are people anyway going there for business purposes and meeting their acquaintances, exploring the city and so forth. If they anyway going there for fun, we are trying to say "ok if you anyway there, maybe you can take a meeting a stay a day longer we would pay for your flight". So each time we are trying to look at individual cases and make it very open and free for us to design each individual cases. We are small enough to still be able to that.

10:00 Do you feel that bleisure is contributing to your working skills?

10:20 I was a bit of a special case. I was a bit of a special case, especially when we go on work trips. What we do is to recruit people to travel and to live abroad and to move and to relocate. So, I would say the fact that we know the places ourselves, we have explored a destination, we already know some people there, is definitely benefiting our skills and knowledge. So in that regard, it would be straight up dumb, not to do that for us, because we need our employees to be educated in places that we send people.

11:02 Are you saying that bleisure helps to improve employees competencies?

11:16 Definitely, I believe that the more skilled and more motivated your employees are, the better. I believe that you get skilled from traveling and having fun, and you enjoy your self which makes you feel more motivated. So the more freedom and motivation you can give for your employees, the more you can get out of them.

11:35 Is the opportunity to go on bleisure very important aspect for you when you had to pick a job?

11:45 Yeah, I think it was. Because I like freedom, I liked that I can combine it.

11:55 How old are you?

12:01 I'm thirty.

12:02 Do you have any children?

12:02 No I don't.

12:08 Do you think that having children might change your willingness to go on bleisure?

12:21 No, I will say that if I had a family waiting at home, I would most definitely cut some of the business trips. At the moment I'm just trying to prolong all of my trips, to get most out of it and connect it with seeing friends and stuff. If I had somebody really waiting for me back home, I would probably cut some of the trips. But I still think it's important and if I was going for a longer business meeting or trips abroad, I would still love to benefit from these trips by bringing my family along. So yeah I still think it would be an important thing for me.

12:58 Have you noticed any difference in terms of whether you had your leisure time before or after a business trip, which way is more challenging for you to get back to office?
13:40 There is not really much of the difference because it's combined within the same trip. But no matter how I do it, it takes half of the day to be ready to sit back in front of my computer and get back to work properly.

13:54 Do you feel more loyal to the company, owing to the fact that you have the opportunity to do bleisure trips?
14:03 That's a bit of a tough question, because I actually believe that if you allow your employees to combine business and leisure or to bring the family or friends along with you, the employees eventually they get more loyal or love the brand a bit more. Because they are allowed to these things so they combine business with nice and lovely memories and I think that might be very important. So I believe that you become more loyal with working with this brand.

14:55 Do you view it as a reward to have the opportunity to prolong your stay with all the business trips?
15:03 I guess it could be a bit of a reward. But I would prefer if you don't see as that, and if you saw it as just incorporated part of your work.

15:22 Do they pay for your stay on leisure days or do you pay yourself, or you use vacation days for that?
15:32 It's individual cases. It depends on how long, where and what.

15:40 Would you prefer non-monetary reward, like bleisure trip compared to a raise or something like that?
15:49 I think so yes. Even from an employer perspective, it seems that it would benefit more for the company to allow for their employees to go for bleisure compared to raise.

16:03Do you think that bleisure contributes to wellbeing, Quality of Life? Or maybe it helps to reduce the probability of work and personal life conflict?

16:27 In my personal opinion, I think it's important to match your personal life with your business life. And giving the freedom with which you can choose whether to go on the trips or not and to experience the things in a way that you've never experienced, I believe it betters your quality of work and thereby also the quality of life.

17:02 How important is work as such for your general quality of life? Is it very important or you think it's not that much important as other aspects of life, such as relationships, etc.?

17:16 Haha... I see myself as an entrepreneur and basically, always I've been. For me work is 90 per cent of my life, so it's important that it's well and it's good and it's fun. It contributes to something. So to this question, work is very very important to my quality of life.

18:40 Do you think there is a difference how you would perceive bleisure if you ought to go to many business trips per year, compered to, e.g. 5-7 times per year?

18:45 No, I don't think so. Because if you go just for a few times a year, then it might be possible for you to stay at the destination for longer period, which means that you will be away from your family a bit longer than usually business trip takes time, so if you can combine it either bringing your family or combinig it by visiting family or friends that live in the place where you going to. All these things make the trip so much pleasurable and so much more to look forward too. And it's the same if you go a lot, you away from home a lot, so you need that extra thing to make it worth it. Because it sounds super fancy to travel a lot and to go to certain places with work, but if it's only working it is nothing very special. That's at least my opinion. I've been there, done that.

19:58 Can you share an example of a good bleisure experience, like the best one?

20:16 Mmm. There were few. I went to Dubai with Wonderful Copenhagen and they just agreed that it was ok for me to stay three more days. So I've stayed there and used all the tips that were given to me by the office, what I should see and visit. 21:18 Then I recently went for a conference in Lisbon that I combined with NGO I've worked for, that was during a weekend. Then Monday and Tuesday I was having meetings with my company with private companies in Lisbon. But in between there, again paying for my flight, paying for my stay, plus some business lunches and some stuff which made the trip a lot more fun than just going in and out to the office. So aligning it with freedom, it's quite important in the travels.

21:53 Have you brought your family members or friends, or boyfriend to the any of the trips that you've just mentioned?

22:25 I've brought my friend once, so she was chilling around during a day when I was at the conference. And in the evenings we were going out and she just had to pay for half of the hotel room but that was fine, she was allowed to stay there.

22:44 Does it make a difference for you how much you enjoy the trip if you can share it with someone compared to if you have to be on your own?

22:58 I don't mind once in a while taking that trip alone, that's fine. But if it's a city where you don't know anyone... Once I had to go to Istanbul and I didn't know anybody, and on the last day I met some young doctors that took me to the party and stuff, but for the rest of it you are alone in a big city you didn't know. I ended up going on a Tinder dates, I was so bored in the evenings. If you take a lot of those trips during a year, YES... Because there is so much of extra work you can sit at your hotel room, doing at night, ordering either takeaway or room service... You know at some point it's not fun eating alone anymore. So I think it makes huge difference if you can get somebody to tag along, or even just get introduced to people in the city that you can meet up with, expanding your professional network as well as your personal network. So I think it makes a huge difference.

Interviewee no. 6

00:02 Do you work as a freelancer or a full time employee?

00:16 I work as a freelancer in a full time role for a UK company

00:21 How often are you traveling with your job?

00:32 it is on average twice a month

00:39 Have you tried bleisure?

00:47 I am currently on a pleasure trip

00:54 How do you define bleisure?

00:57 I am here privately on a vacation

01:04 Can you please say it again? How do you define bleisure?

01:12 I define pleasure as not work-related and be on vacation

01:12 Ok? So we are studying bleisure right now and bleisure is actually a mix of work and leisure

01:28 oh! I didn't catch that.

01:31 Yeah you were just missing the B in pleasure allmost.

01:32 So when you go on a business trip do you then also incorporate time or a day for leisure time or something that you would consider as recreational time?

01:50 Yes I do that quite often, mostly on the longer trips outside of Europe and it is where I usually end up adding a couple of days usually after the work has finalized otherwise when the work is over I usually tend to go out and experience something

02:26 Can you share an experience specifically with bleisure involved?

02:29 When I was in Cologne in a work-related scenario I met some people that I went out and had some dinner with and saw the city

02:55 Do you prefer to have the leisure days after or before conducted business?

02:59 I tend to do it after the business have been conducted

03:10 Do you also go on pure business trips without bleisure?

03:31 That would only be if it was out and home the same day. You know traveling in the morning and go home again the same night given the timeframe. Otherwise I will allways presume it as bleisure.

03:52 Have you ever noticed any difference when returning from a bleisure trip from a mainly business trip?

03:59 Can you give an example?

04:07 I mean if you are comming back right after a business trip and you feel less motivated to work meanwhile might be the case that after a bleisure trip you can be more motivated to get back to work

04:21 I would say given the frequency that I am traveling in I quite enjoy getting back, so I haven't felt unmotivated after comming back from a business trip.

04:36 When you go on a bleisure trip do you then feel that it is something that contribute your ability to work better?

04:52 Most definitely, when I am traveling to Hong Kong and I get the chance to small talk and meet some people that would have to be an benefit when I have to approach them for business after work because then I will be understanding their culture and I can refer to a specific location that I have visited, for ex. so I use that quite a lot in preparation for meetings.

05:26 When you return from a bleisure trip to office, do you then feel more motivated?

06:27 If I feel more motivated after having been on a bleisure trip?

06:37 Yes does it count as a motivational factor for you?

06:37 Yes! most definitely, that is the one thing about my job that I value the most.

06:45 Can you tell me why that is?

06:49 Because it gives me the option to explore all kinds of culture locations and new people and at the same time I have an ever changing work environment, So I would actually say that makes me more motivated than when I work a home as well, because there are so many breaks and change of scenery.

07:16 Do you feel more loyal to the company that you are working for right now since they give you the opportunity to go on bleisure trips?'

07:27 Yes! I wouldn't go as far to say that my work morale would be lower if didn't had the option to travel but I do view it as a motivational factor that makes me want to stay and work at this position.

07:49 how do you feel doing the bleisure trip, do you feel that it helps you develop your professional competencies?
08:01 Yes! most definitely, of cause given the nature of the trip I will always have the option to meet new connections business wise, so my network is suddenly internationally as an effective... and also back to this cultural understanding I think it's something that would be valued in the future, then you know how to deal with a asian speaking person versus a person from the middle east.

08:44 You perceive also bleisure as expanding your network, by using your time with the clients.
09:11 I would say that it is both given the nature of the work I do it is very much, relationships build up with the clients can easily extend into a business lunch or business drink. So I would say that both my professional and personally network is expanding as an effect of the bleisure concept.

09:32 Is the bleisure opportunity important thing for you if you were to choose a job in the future?
10:12 Yes! I think that this lifestyle will stick to me, and of cause I am single and I don't have any kids so that could change in the future, but the current situation I would allways look for something where there are a lot of opportunities to travel.

10:35 Do you use it as de-stressing tool also? or as reflective or evaluating when having the days off after business?
10:41 It depends on what kind of trip I am on. If I am on a trip where I am on a conference then the days are so intense and long that I just want to completely relax when the work is over. But if I am going there to just have a few important meeting then there are allways time for reflection.

11:43 Have you tried to bring friends or family when going on bleisure trips?
11:50 I have played arround with the idea of bringing family members on the trips but haven't executed upon it yet. It has been a thought that it can be lonely at some extend but I haven't executed upon it yet.

12:16 what about friends?

12:17 Not yet. I haven't brought any friends along for business trips yet.

12:26 So go permanently solo?

12:28 I would say 50/50 with my business partners and solo

12:37 If you extend your stay but use the extended time with your business partners, do you still consider it as bleisure?

13:05 Yes I see business partner as a friend so when we extend the trip, I view it as bleisure. But it is worth mentioning that it is mostly when I fly alone that i have extended the trip. So it is defiantly most often that I am alone doing the extended time

13:46 Do your company pay for the extended stay? like Hotel and do you use saved up holidays for it or how does it work?

13:59 They pay for my return ticket because I was going home anyway, so I just pay for myself for either the hotel or Airbnb.

14:12 The work conditions that I have is.. They haven't really defined a set range of holidays, so I am always free to just say that I am staying a couple of more days. So that hasn't really been defined.

14:29 Is that because that you are working as a freelance?

14:30 That is because I am freelance and I work a lot of hours. and I don't take that much vacation, so it is never a question if I want to spend some days.

Interviewee no. 7

Interview with HRM from CopCap (Summary)

Have you ever heard of the concept of Bleisure?

- No can you please explain me what you mean with this word?

Bleisure is an old phenomenon but a relative new concept mixing the business trips with leisure

- I know that many of the employees at CopCap do this quite often, usually the younger ones without kids

Why do you think that it is the younger ones without kids who do this more often?

- Because those with family and kids at home, rather just want to go home and take care of them. Usually in families there are daily routines of getting the kids to school every day and making sure that everything is taking cared of at home as well nursing the relationships with your spouse and kids.

- While younger employees without kids or family in that sense have less attachments and responsibilities to take care of at home and leaves them with some sort of freedom to go extra days explore culture and gain geographical knowledge on the destinations they visit. Usually we see that they choose to do bleisure when they go to far away destinations such as Japan.

- It can feel silly to travel halfway around the world only to spend a couple of days and then go home again. Especially when it is destinations that the employee have always dreamed of going, that is when we see them taking advantages of staying extra days to enjoy the destination.

Couldn't the employees with family not just bring their kids on the bleisure trips?

- This is super difficult since kids are having commitments to their schools and can't stay away from school in order to go on bleisure with their parents.

So do you view the Schools and kids as a barrier for the opportunity for those employees having kids at home utilizing the concept of bleisure

- Yes! That would be a problem for most cases I believe.

Is Bleisure something that you allow the employees at CopCap? To take days off in order to spend at the destinations they travel to?

- Yes! we value the flexibility of our employees very much, since we see the affect of them through internal and external survey conducted on this matter. It is clear that the

employees appreciate the possibilities of taking days of when traveling and make use of it a lot.

- As long as it doesn't have any negative economical impact on the company and they use their saved up holidays in work days (if not using weekends) then we don't see any problem of them doing it.

Do you think it is something that motivate them or even boost their work moral or satisfaction? Making them more loyal to the company?

- Yes I believe that the flexibility that the employees have at CopCap contribute much in the satisfaction and motivational factors of working.

Could you see the concept of bleisure being used as a non-monetary reward? By that I mean paying for the hotel expense for those extra days without work?

- I don't see this as a solution that we will use since their most properly would be some issues involved taxwise which would make it complicated and costly.

Do you have any knowledge of this concept being used by other companies? Have you ever heard of this concept being used as a HR tool?

- No, I have never known of this as a "Concepts" before now when you and I are talking about it. I have noticed that the employees are often taking extra days off when going on business trips, but never thought much into it as something of a concept.

If you could imagine an employee going frequently on business trips let's say over 100 days a year, could you see the concept of bleisure as a possibility for that parent to maybe spend more time with his family?

- I see the point of it, but then again, the dilemma of having the kids taken out of school would be a barrier of that hypothesis I believe.

Does it matter how many days a year an employee travel for the concept of bleisure to work?

- I believe that in the case of employees traveling 7-10 times a year which is the case of the employees in the finance department in CopCap, that the extra days or time for leisure would usually be used for exploring the cultural values of the destination
- While in the case of more frequently business travelers the case would be they properly rather wanting to go home than spend extra days at the destinations.

With you HR glasses on, would you then advice employees going frequently on business trips to spend extra days for relaxational time instead of exploring or going out with clients?

- I believe that would be the case yes! I would see the sense of them having time to relax since traveling a lot can be a tiering experience but then again if you are young and have

no commitments at home then I believe that the frequently traveling isn't that big of a deal thus more an exciting experience for them.

Have you yourself had any experience of going on business trips?

- In my previous job position in a consultant firm I frequently went on business trips. So yes.

Have you then tried the concept of bleisure?

- I actually haven't tried it. I usually just went home straight away after business conducted.

So now when we have been talking a bit about this concept how would you define it now?

- Well personally I would say that it could be a blur between work and pleasure
- This could perhaps be when going out with clients for dinner and drinks, as long as you enjoy it, I see no reason not to call it bleisure.

Do you think that bleisure could be a contributing tool in companies as a HR tool? Also considering the skills and knowledge developed by the employees by doing it?

- I believe that the employee would generate better cultural understanding of the destinations visiting and this could of cause be used for further communications and relationship building with the clients of the given destination.

Appendix 3: Secondary data retrieved from Internet

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