



CHALLENGES OF A STARTUP IN THE TRANSITION OF REMOTE TO IN-OFFICE WORK: A TEACHING CASE

DESAFIOS DE UMA STARTUP NA TRANSIÇÃO DO TRABALHO REMOTO PARA O PRESENCIAL: UM CASO PARA ENSINO

DESAFÍOS DE UNA STARTUP EN LA TRANSICIÓN DEL TRABAJO REMOTO AL PRESENCIAL: UN CASO PARA ENSEÑANZA

ABSTRACT

Case Dilemma: With the easing of health restrictions, the proposal to open a physical office for Camino has sparked a dilemma between advocates of in-person work and supporters of the remote model.

Educational Objective: To develop technical and behavioral competencies in people management, conflict management, and change management, fostering reflections and decision-making on different work modalities: in-person, remote, and hybrid.

Contextualization: This teaching case addresses the challenges faced by Camino, a financial technology startup, when considering changes to its work modality. Founded in 2020, during the COVID-19 pandemic, the company was born in a fully remote environment and quickly grew as it entered the cryptocurrency market. However, the lack of formal hiring processes and the absence of standardized work practices among teams led to internal tensions, highlighting the need for a strategic definition regarding the future of the work model.

Main Theme: Work modalities and people management.

Target Audience: Undergraduate and postgraduate lato sensu students in the fields of Business Administration, Management, People Management, Leadership Development, Remote Team Management, and Training for Hybrid Work Environments.

Originality and Value: This unpublished case portrays the challenges and conflicts involved in defining the work model in an increasingly dynamic and demanding corporate landscape. By exploring different perspectives and organizational impacts, it provides a valuable opportunity for students and professionals to analyze strategies and make informed decisions about the best approach for each corporate context.

Keywords: Conflicts. Change Management. Active Teaching Methodology. Work Modality. Startup.

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RESUMO

Dilema do Caso: Com o afrouxamento das restrições sanitárias, surge a proposta de abertura de um escritório físico para a Camino, gerando um impasse entre os defensores do trabalho presencial e os adeptos do modelo remoto.

Objetivo Educacional: Desenvolver competências técnicas e comportamentais em gestão de pessoas, gestão de conflitos e gestão da mudança, estimulando reflexões e tomadas de decisão sobre as diferentes modalidades de trabalho: presencial, remoto e híbrido.

Contextualização: Este caso de ensino aborda os desafios enfrentados pela Camino, uma startup de tecnologia no setor financeiro, ao considerar mudanças na sua modalidade de trabalho. Fundada em 2020, durante a pandemia de covid-19, a empresa nasceu em um ambiente totalmente remoto e cresceu rapidamente ao ingressar no mercado de criptomoedas. No entanto, a ausência de processos formais nas contratações e a falta de padronização das práticas de trabalho entre as equipes resultaram em tensões internas, evidenciando a necessidade de uma definição estratégica sobre o futuro do modelo de trabalho.

Tema Principal: Modalidades de trabalho e gestão de pessoas.

Público-Alvo: Estudantes de graduação e pós-graduação lato sensu nas áreas de Administração, Negócios, Gestão de Pessoas, Desenvolvimento de Lideranças, Gestão de Equipes Remotas e Treinamento para Ambientes Híbridos.

Originalidade e Valor: Este caso inédito retrata os desafios e conflitos envolvidos na definição do modelo de trabalho em um cenário empresarial dinâmico e desafiador. Ao explorar diferentes perspectivas e impactos organizacionais, oferece uma oportunidade valiosa para que estudantes e profissionais analisem estratégias e tomem decisões fundamentadas sobre a melhor abordagem para cada contexto corporativo.

Palavras-chave: Conflitos. Gestão de Mudanças. Metodologia Ativa de Ensino. Modalidade de Trabalho. *Startup*.

RESUMEN

Dilema del Caso: Con la flexibilización de las restricciones sanitarias, surge la propuesta de abrir una oficina física para Camino, generando un dilema entre los defensores del trabajo presencial y los partidarios del modelo remoto.

Objetivo Educativo: Desarrollar competencias técnicas y conductuales en la gestión de personas, la gestión de conflictos y la gestión del cambio, fomentando reflexiones y la toma de decisiones sobre las diferentes modalidades de trabajo: presencial, remoto e híbrido.

Contextualización: Este caso de enseñanza aborda los desafíos que enfrenta Camino, una startup de tecnología financiera, al considerar cambios en su modalidad de trabajo. Fundada en 2020, durante la pandemia de COVID-19, la empresa nació en un entorno completamente remoto y creció rápidamente al ingresar al mercado de las criptomonedas. Sin embargo, la ausencia de procesos formales en la contratación y la falta de estandarización en las prácticas de trabajo entre los equipos generaron tensiones internas, evidenciando la necesidad de una definición estratégica sobre el futuro del modelo de trabajo.

Tema Principal: Modalidades de trabajo y gestión de personas.

Público Objetivo: Estudiantes de grado y posgrado lato sensu en las áreas de Administración de Empresas, Negocios, Gestión de Personas, Desarrollo de Liderazgo, Gestión de Equipos Remotos y Capacitación para Entornos Híbridos.

Originalidad y Valor: Este caso inédito retrata los desafíos y conflictos relacionados con la definición del modelo de trabajo en un entorno empresarial dinámico y desafiante. Al explorar diferentes perspectivas e impactos organizacionales, ofrece una valiosa oportunidad para que estudiantes y profesionales analicen estrategias y tomen decisiones fundamentadas sobre el mejor enfoque para cada contexto corporativo.

Palabras-clave: Conflictos. Gestión del cambio. Metodología activa de enseñanza. Modalidad de trabajo. *Startup*.



INTRODUCTION

Startups are emerging companies that create innovative business models in contexts of uncertainty and limited resources. They stand out for their constant pursuit of innovation, intensive use of technology, rapid growth, and flexibility to adapt to the market; these are characteristics that differentiate them from traditional, more rigid organizations (Ries, 2011). This flexibility was shown to be valuable during the COVID-19 pandemic in 2020, which brought changes in consumer behavior, organizational strategies, and work practices (Para, 2020). This scenario, together with a favorable economic environment, fostered the emergence of new startups and increased investments in Brazilian startups above the global average in 2021, evidencing their ability to adapt (Fonseca, 2021).

This teaching case was inspired by a Brazilian startup named "Camino," founded during the pandemic. Initially operating through telework, the company, following the loosening of health restrictions and the expansion of its operations, considered the transition to on-site work, in contrast to the prevailing trend during the pandemic.

The activity puts the student in the role of a consultant, with the aim of promoting learning and encouraging decision-making about different work modalities: on-site, remote, and hybrid. It is expected that the student will develop a systemic view of the decision, considering the organizational and professional impacts, and that they improve analytical, problem-solving, and leadership skills.

Case Description

Camino, a technology startup operating in the financial market, emerged with the mission of providing financial solutions to as many people as possible, achieved through a simplified solutions platform. The company was founded in the second half of 2020, during the COVID-19 pandemic, when it was not possible to begin on-site operations. The business began operating remotely, with 5 workers. The entire team knew

one another and lived in the same city, Belo Horizonte (MG), which was considered the (unofficial) headquarters of the company.

Lauro was the owner and CEO of the company, initially responsible for developing the business. Vanessa, his sister and co-founder, was the Administrative-Financial Director, responsible for ensuring operational compliance and providing management support to accompany the company's eventual expansion. The company spent its first months of operation undergoing many changes in both the team and the business model itself. Lauro had a very clear vision for the company; however, he did not have the profile to lead the team capable of making his vision a reality.

After six months of difficulties, Lauro met Paulo at a business event. Paulo presented an opportunity in the crypto market, which would allow the company to expand its operations, but would require a strategic repositioning. Frustrated, Lauro invited him to take over as Product Director and lead the changes.

Paulo immediately hired, without a selection process or endorsement from the Administrative-Financial Director, a trusted team with limited experience but knowledge of crypto. This bothered Vanessa, who was already concerned about the volatility of the market, generating tension between the two directors.

After the redirection, Camino quickly expanded its customer base and attracted investors, raising approximately R\$ 10 million in the first investment round. At the same time, the Administrative-Financial team developed a monitoring system tailored to the organization and consolidated remote work management practices, with communication, registration, and control protocols that supported the expansion of operations.

Paulo's leadership intensified, but the lack of clear criteria for hiring also affected administrative and operational processes. At the end of the first year, the team had 50 people, half of whom lived in Belo Horizonte, although all were hired for remote work. Still, it was common for



the city's employees, especially Paulo's team, to meet in person to work together.

With the reduction of health restrictions during the pandemic and the availability of significant cash reserves, Lauro, committed to investors, decided to direct investments toward the company's expansion. When the team reached 50 employees, the management began to consider opening an office in Belo Horizonte. The proposal, however, generated an impasse among employees, divided between supporters and opponents of the change.

Supporters of the on-site model argued that a physical office would strengthen organizational culture, foster team spirit, and ensure the productivity essential to the company's growth. The Product team, which already met occasionally at Paulo's house, was one of the most favorable, since they noticed clear performance improvements during these occasions. However, the lack of adequate resources at the location generated complaints and requests for improvements, such as the purchase of desks and renovations to the electrical network, reinforcing the need for an office.

On the other hand, advocates of the remote model believed that collaboration was possible without physical presence. Remote supporters criticized the Product team for ignoring registration tools and not using the appropriate communication channels, which increased operational informality and undermined knowledge management within the company. Members who did not live in Belo Horizonte often felt excluded.

From a financial perspective, shifting to an on-site work model would not be an easy decision either. Although the company had secured capital, Vanessa (the Administrative-Financial Director) was concerned about the company's exposure to crypto. She maintained the view that the volatility of this market, which had allowed the company to grow, could eventually negatively impact operations, and recommended that the company be prudent in managing the capital acquired.

In addition to the financial impacts that the maintenance of a physical space would bring, there were also concerns about the complexity of the change, mainly because the entire Administrative-Financial team worked remotely and no employee had experience with office management. Given this scenario, they began to speculate about possible cuts to this team in favor of new hires in the host city, which worried Vanessa.

Dissatisfaction arose as some employees began to perceive the change in the work model as a loss of flexibility and a violation of their initial agreement, since they were hired under the remote work regime. In addition, some team members opposed relocating to another city: some considered the change unfeasible, while others were unwilling to do so, even considering leaving the company.

Given this scenario, management faced important questions: would there be a need to require all company employees to transition to on-site work? If so, would those who did not fit in be fired? If not, how could operations be balanced between in-person and remote employees?

It was known that resolving these dilemmas would significantly impact both organizational culture and operations. In the event of a full transition to on-site work, some important team members could be dismissed. On the other hand, if attendance at the physical office were made more flexible, remote workers could feel even more excluded from the company's dynamics and their relationships with on-site employees.

Lauro understood that the Product team had produced good results for the company and that their collaboration model should be adopted by the entire organization. However, there was still dissatisfaction among some team members, especially Vanessa, who believed that the concessions made to the Product team had already harmed the cohesion and functioning of the organization as a whole and that, with the change, the company would be limiting its hiring to the host city area.



Because of the friction between Vanessa and Paulo, Lauro understood that he needed an outside perspective. He then decided to hire an external consultancy to gain greater clarity on current and potential future issues. In this scenario, assume that the startup Camino has hired you as a consultant to assist in deciding whether to open an on-site office. Given the context described above, what would be your recommendation? What impacts could your recommended decision have?



TEACHING NOTES

Educational Objectives

This case was inspired by and adapted from a real situation experienced by a Brazilian startup and simplified for educational purposes. It addresses the transition from remote to on-site work and aims to promote learning, reflection, and decision-making about work modalities: on-site, remote, and hybrid.

The case presents contextual variables that support decision-making while considering organizational and professional impacts. By placing the student in the role of consultant within an active learning methodology, they are expected to develop a systemic view to evaluate the relevant aspects and formulate consistent and assertive recommendations.

Data Source and Recommended Use

The present case is based on the experience of one of the authors in an organization, who faced a dilemma regarding which work modality should be adopted in the post-pandemic period. To construct the case, references from national and international literature were used, addressing the advantages and disadvantages of different work modalities. The research was conducted in a non-systematic manner using the Google Scholar platform, with search terms such as "work modality," "telework," "home office," and "people management," in Portuguese and English, during 2024.

The case is ideal for Administration and Business courses, as it stimulates debates on decision-making, work modalities, and change management. Students can analyze the implications of opening an office, such as infrastructure, workflows, communication, and resource management, as well as strategies to ensure operational efficiency during the transition.

In People Management courses, the case allows exploration of topics such as culture, leadership, conflict, motivation, engagement, flexibility, autonomy, and the work environment. Students can assess how the transition in the work modality impacts organizational culture, corpo-

rate identity, and employee well-being, and discuss change management and communication strategies for an inclusive and effective transition. The case also enables discussion of flexible work models, such as hybrid arrangements, and the adaptation of management practices to the needs of the organization and employees.

In corporate education, the case can be used in leadership development programs, workshops on remote team management, and training focused on hybrid work environments. It promotes reflection on management practices, strengthening skills and balancing flexibility and collaboration at work.

Guiding Questions

1. Provide a diagnosis of the structural and strategic situation at Camino, highlighting the main points presented in the case.
2. What are the main points of conflict identified in the case?
3. What are the characteristics, advantages, and disadvantages of the remote work model (or telework) compared to on-site work? Consider the perspectives of the employee, the organization, and society as a whole.
4. Could the hybrid work model – one that combines on-site workdays in the office with remote workdays – be an alternative for the company? Reflect on the advantages, disadvantages, and viability of the hybrid model at Camino.
5. What are the main challenges faced by the company if it decides to:
 - a. Maintain the remote regime?
 - b. Open an office and formalize on-site work?
 - c. Open an office and implement the hybrid work model?

Application Suggestion

The activity should be conducted in a two-hour class, in an active-learning format, with students acting as consultants. The class should understand the constraints and impacts of choosing a work modality. The teacher should stimulate



debate and encourage reflection on the conflict observed within the Camino team, which is the focus of the case.

Brainstorming can be used to gather contributions from students, following the principles of generating numerous ideas, avoiding criticism, valuing innovative contributions, and refining solutions (Osborn, 1987). The teacher should lead the reading of the case, ensuring uniform understanding. During the reading, teacher comments can help enrich the discussion.

After reading the case, the case questions should be presented to guide the debate. The

class will be divided into three groups: one will support remote work, another on-site, and the third, hybrid. Each group will answer the first four questions and, upon reaching the fifth, will present a final recommendation. The discussion will be open for group interaction, allowing them to raise and debate points of conflict.

The teacher's role is essential in engaging the class and deepening the debate, bringing additional questions when necessary. The evaluation will consider text comprehension, depth of answers, quality of arguments, and active participation in the debates, as these elements are fundamental for understanding the business case.

Table 1
Summary of application suggestions

Question	Who answers	Conduction			Total Time
The case	Teacher	Reading of the case and Division of the groups: 15 min.			15 min
1	All Groups	Presenting the question	Groups meet to formulate answers: 5 min	Survey of responses and debate of ideas: 10 min	30 min
2	All Groups	Presenting the question	Groups meet to formulate answers: 5 min	Survey of responses and debate of ideas: 10 min	45 min
3	All Groups	Presenting the question	Groups meet to formulate answers: 5 min	Survey of responses and debate of ideas: 10 min	1h
4	All Groups	Presenting the question	Groups meet to formulate answers: 5 min	Survey of responses and debate of ideas: 10 min	1h15min
5a	“Remote” group	Presenting the question	Groups meet to formulate answers: 5 min	Survey of responses and debate of ideas: 10 min	1h30min
5b	“On-site” group	Presenting the question		Survey of responses and debate of ideas: 10 min	1h40min
5c	“Hybrid” Group	Presenting the question		Survey of responses and debate of ideas: 10 min	1h50min
Conclusion	Everyone	Open debate, opinions and other considerations: 10 min			2h

Source: Prepared by the authors.

Literature Review and Addressing Questions

The first applications of telework date back to the 1970s, driven by the oil crisis as well as traffic and pollution concerns. With the spread of information and communication technologies in the 1990s, telework became increasingly common in developed countries. In the early twenty-first century, it came to be seen as a solution to various individual, organizational, and social challenges, although criticism arose regarding its disadvantages and the need for context-specific analyses (Ambrosio, 2013; Rodrigues, 2022).

However, the onset of the COVID-19 pandemic in 2020 brought significant changes to alternative work modalities, consumption behavior, organizational strategies, and the ways work is performed. Due to mandatory isolation measures, remote work became widely adopted as an alternative work regime aimed at ensuring the continuity of organizational activities during periods of limited physical contact (Mendes et al., 2020).



The conceptualization of telework remains quite heterogeneous. Various terms sometimes refer to the same practices, while in other cases they describe distinct situations despite using similar terminology (Rosenfield & Alves, 2011). For the sake of clarity, this discussion focuses on the definitions pertinent to the case presented above: telework—work performed remotely through Information and Communication Technologies (ICT), allowing work outcomes to be produced in a location different from that of the worker (Rosenfield & Alves, 2011); home office—also identified with the term home work, it is the type of telework in which the work is carried out at the worker's home (Rosenfield & Alves, 2011); hybrid work—workers can telework during part of the contracted working hours, within the limits of individually or collectively negotiated work agreements (Grzegorzczuk, 2021), while the remaining time must be spent under an on-site regime.

Both national and international literature have consistently explored the relationship between people management and the implementation of telework, highlighting its challenges and benefits and discussing how organizations can strategically incorporate this modality. Among the most notable examples are startups, which are distinguished by their adoption of this model due to the dynamic nature of their structures and the flexibility of their operations, which can be effectively carried out outside traditional office settings (Adhikari, Shrestha, & Adhikari, 2023).

When introducing telework in startups, Triando (2025) proposes a model for implementing remote work in a software company, identifying three central elements. The first is entrepreneurial team building, aimed at stimulating and inspiring entrepreneurial qualities such as the ability to assess and respond to unexpected circumstances. The second refers to multitask management, which involves dealing with different demands within limited timeframes and effectively managing responsibilities. Finally, the third element is maintaining focus and discipline, characterized by the ability to resist external influences from various stakeholders — including customers, partners, investors, and competitors, both

current and potential. Hsu and Tambe (2024), in turn, analyze how remote work in U.S. startups attracts diverse talent. For the investigated sample, the results indicate three main ways in which women value remote work: flexible hours, location flexibility, and reduced requirements for physical presence in the workplace. In this sense, flexibility stands out as a central motivating factor for remaining in remote work, allowing professionals to avoid the need to reside in the same territory where the company is headquartered.

Another relevant study in the context of startups, focused on people management, was conducted by Kuzior, Kettler, and Rab (2022). The authors investigated how the digitalization of work processes and human resources management can contribute to these organizations advancing toward their sustainability goals. The results indicate that digitalization positively impacts both the environmental dimension — through the reduction of CO₂ emissions associated with business travel, daily commuting, and intensive office use — and the social dimension, promoting greater diversity, equity, and inclusion, especially in the recruitment and retention of employees.

In the national literature, no studies were identified that addressed telework in startups, but some studies were found that examine people management in telework and their implications for organizational management. The study by Vilarinho, Pascoal, and Demo (2021) addresses aspects of well-being, work context, and professional performance in a public organization, pointing out that telework contributes to increased productivity and improved quality of life for employees. However, this modality presents technical difficulties and reduced social interaction as negative aspects.

In the study by Melo, Demo, and Canepele (2023), a survey on people management practices in the context of teleworking was conducted. The results highlight the need to redesign people management policies to adapt them to the online environment, as well as to understand individual experiences within organizations. The authors also highlight the importance of



analyzing changes in the organizational context, driven by ICTs, increased flexibility, and transformations in the work environment.

Another relevant study, which examines the impacts of the pandemic on work, people management, and organizations, is the one conducted by Presti and Mendes (2023). Drawing on the literature, the authors synthesize these impacts into five subcategories, with telework emerging as the most prominent. Among the main difficulties associated with this modality are the emergence of new demands, transformations in labor relations, and the reconfiguration of conceptions related to time, space, normative regulation, autonomy, freedom, subjectivity, and leisure. In addition, there is an increased sense of distance among employees, insufficient training, and communication problems stemming from the limited or inadequate use of virtual tools (Presti & Mendes, 2023).

In this scenario, telework, when integrated with people management practices such as leadership, change management, and motivation, especially in the context of startups, represents a promising field of investigation (Jain & Ovais, 2024). The literature offers a set of theoretical approaches that engage with telework in management and merit further exploration to promote both the achievement of organizational results and the development of more cooperative and inclusive work environments. Thus, this study aims to discuss the transformation process of work modalities and its implications for people management policies, using a technology-based startup as a reference.

Question 1. Prepare a diagnosis of the structural and strategic situation at Camino, highlighting the main points presented in the case.

In this question, an overview of the case is expected, addressing the foundation of Camino, its mission, initial structure, changes with the arrival of Paulo, growth and conflicts related to the work modality.

- **Foundation:** Camino, a technology startup in the financial sector, was founded in 2020 during the pandemic with a mission to provide access to financial solutions through a simplified platform. It began with 5 people in Belo Horizonte (MG), all working remotely.

- **Structure:** Lauro, the CEO, leads business development, while Vanessa, his sister and Administrative-Financial Director, oversees compliance and supports expansion. Paulo was later incorporated as Product Director.

- **Repositioning with Crypto:** Paulo introduced an opportunity in the crypto market, leading to the company's strategic repositioning. He assembled his own team without formal hiring processes, generating tensions with Vanessa.

- **Product Core Practices:** Paulo's team, which worked informally in person, ignored remote collaboration tools, causing distancing and exclusion among other employees and weakening the company's cohesion.

- **Growth and Investment:** The focus on crypto led to rapid growth and an investment round of R\$10 million, which expanded the company to 50 employees. While the Administrative-Financial team structured remote work practices, conflicts regarding the work modality persist.



Question 2. What are the main points of conflict evidenced in the case?

With the help of the student, the main points of conflict to be addressed are:

- **Conflict over the work model:** The team is divided between advocates of on-site work, who value greater cohesion and productivity, and supporters of the remote model, who emphasize flexibility, proven efficiency, and the risks of excluding remote teams.
- **Impact on organizational culture:** The office is seen as an opportunity to strengthen cohesion, but there is concern that it may widen the gap between the Product team and other departments.
- **Financial and management issues:** Vanessa, the Administrative-Financial Director, raises concerns about office costs, the exposure associated with the crypto market, and the team's limited experience with office management, in addition to the risk of restricting recruitment to the Belo Horizonte area.
- **Employee morale and retention:** On-site work may enhance the productivity of the Product team but could demotivate or lead to the departure of employees hired under the remote model who are unable or unwilling to relocate.
- **Leadership conflict:** Vanessa criticizes the lack of formality in administrative processes, while Paulo implements changes without prior Board approval, generating tensions.

Question 3. What are the characteristics, advantages, and disadvantages of the remote work (or telework) model compared to on-site work? Consider the perspectives of the employee, the organization, and society as a whole.

Telework can be understood as the professional activity conducted remotely, mediated by ICTs, allowing work to be executed and results delivered in a location other than where the worker is physically present (Rosenfield & Alves, 2011; Meira & Messias, 2024). Based on this definition, it is necessary to analyze in depth the advantages and disadvantages of this modality, since its adoption affects not only employees but also organizations and society as a whole.

Advantages and Disadvantages of Telework compared to On-site

It should be noted that the advantages and disadvantages of telework are usually presented as the opposite of those in the on-site work model. This is because the key distinguishing element between the two modalities is physical presence in the workplace. Thus, the advantages of one become the disadvantages of the other, and vice versa.

For organizations like Camino, telework offers a wide range of advantages and disadvantages for workers, organizations, society, and government. Hau and Todescat (2018) present a synthesis of the advantages and disadvantages of telework from these different perspectives, based on the discussions of Pinel (2012), Estrada (2014), and Mello (1999).



Table 2
Advantages and disadvantages of telework from the teleworker's perspective

Perspective: Teleworker	
Advantages	Disadvantages
Autonomy, worker's pace	Social isolation
Increased productivity	A structured and supportive environment is needed
Reduced costs and stress with commuting and clothing	Difficulty concentrating
Fewer interruptions	Distractions with family members and invasions of professional space
Accessibility for people with physical disabilities	Failed time management due to inattention
Increased ability to concentrate	Disorganization of working hours
Autonomy and independence due to less pressure on activities	Extended workload due to the required productivity increase
Better quality of life in the family	Distancing from the professional field and the possibility of career advancement
Better organization of free time	Increased costs related to working from home
	In case of layoffs, greater probability of being fired

Source: Adapted from Hau and Todescat (2018, 41-43).

Table 3
Advantages and disadvantages of telework from the perspective of the organization

Perspective: Organization	
Advantages	Disadvantages
Reduction of infrastructure and real estate costs and personnel	Work development is heavily dependent on technology
Increased productivity, agility, flexibility, and motivation	Short-term cost increases due to the necessary infrastructure
Lower staff turnover	Increased vulnerability of data and resources
Greater reach in talent selection	Lack of loyalty to the company
Possibility of operating 24 hours a day	Need to manage diversified employment contracts
Maintaining activities in the face of disasters	Lack of specific laws on teleworking

Source: Adapted from Hau and Todescat (2018, 41-43).

Table 4
Advantages and disadvantages of telework from the perspective of society and government

Perspective: Society and Government	
Advantages	Disadvantages
Job creation	Service companies and people who serve office workers are greatly impacted
Enhancing regional development	Lower tax collection from affected businesses
Better organization of the territory	
Reducing urban congestion	
Social inclusion of people with physical disabilities	
Reduction of environmental and fuel pollution	

Source: Adapted from Hau and Todescat (2018, p. 41-43), LeVine (2020) and Lund et al. (2020).

After analyzing the advantages and disadvantages of telework compared to the on-site work model from different perspectives, a hybrid model, which combines days in the office with others of remote work, may represent an adapta-

ble and sustainable solution for Camino. However, its implementation entails certain trade-offs, as some benefits tend to be reduced, while some disadvantages may be amplified, which leads to Question 4.



Question 4. Could the hybrid work model – one that combines on-site workdays in the office with remote workdays – be an alternative for the company? Reflect on the advantages, disadvantages and viability of the hybrid model at Camino.

According to Lund et al. (2020), in a McKinsey study, employers observed that although some tasks can be performed remotely during crises, they tend to be more effective when conducted in person. Activities related to innovation, problem-solving, and creativity, as well as establishing relationships with customers and colleagues, integrating new employees, conducting negotiations, and making critical decisions, need to be significantly rethought to achieve results comparable to those obtained in on-site environments.

In the case of Camino, an increase in the Product team's productivity has been observed following informal in-person collaboration meetings. Given this, the company can be said to already operate, albeit informally, within a hybrid model, in which some employees meet at a given location (even if it is not the startup's official headquarters), while others work from home (Alexander et al., 2020).

In a hybrid model, workers can perform their activities remotely for part of the contractual working hours, within the limits defined by individual or collective work agreements (Grzegorzczuk, 2021). The main advantage of this model is the possibility of combining remote workdays with on-site workdays. According to Barrero, Bloom, and Davis (2023), companies that adopt the hybrid model have employees working remotely, on average, three days per week.

Thus, it can be observed that hybrid work aims to combine the benefits of both on-site and remote work while mitigating the disadvantages inherent in each, although such limitations cannot be entirely eliminated. As discussed earlier, the advantages of teleworking largely correspond to the disadvantages of on-site work and vice versa. Therefore, the perspectives on hybrid work, considering those of workers, organizations, society, and government, present positive and negative aspects specific to this modality. Table 5 below summarizes the advantages and disadvantages of telework and on-site work, previously discussed and further supported by other authors.

Table 5

Advantages and disadvantages of the hybrid model from the perspective of the worker, organization and society, and government

Prospect	Advantages	Disadvantages
Worker	Autonomy and pace maintained on remote workdays	Risk of family disturbances and invasion of professional space on remote workdays
	Better organization of free time	Difficulty in distinction between working time and free time
	Reduced social isolation due to presence in the office	Increased costs related to remote work (water, electricity, internet)
	Balance in the volume of work, reducing precariousness and lack of control of the workload	
Organization	Reduced infrastructure and personnel costs	Limitation in hiring talent from other regions
	Maintaining productivity, flexibility, and agility	Short-term cost increases with simultaneous remote and in-person infrastructure
	Mitigating lack of loyalty with office presence	
	Simplification of employment contracts	
Society and Government	Reduction, although partial, of urban congestion, pollution and fuel consumption	Limitation of vacancies outside large urban centers
	Less impact on service workers dependent on office workers	Less accessibility for people with physical disabilities who rely on full remote work

Source: adapted from Aderaldo, Aderaldo and Lima (2017); Barros and Silva (2010); Eom Choi and Sung (2016); Freitas, (2008); Gaspar et al. (2011); Lund et al. (2020); Mello (1999) and Pinel (2012).



Question 5. What are the main challenges faced by the company if it decides to:

Maintain the remote regime?

Remote work is the official work model at Camino, and the Administrative-Financial team has developed knowledge management and process standardization practices to facilitate collaboration. However, following changes in the Product team and the arrival of Paulo's squad, on-site meetings became frequent, which led to the neglect of established remote practices.

Alves (2008) points out that the control and organization of work are directly related to individual engagement. In this sense, maintaining the remote work model would require stricter control measures to prevent informal practices that compromise communication and create isolation among members who do not reside in Belo Horizonte. On the other hand, Rosenfield and Alves (2011) highlight that remote work does not always favor creativity, an essential aspect for the Product team. Thus, if on-site meetings are shown to increase productivity, they could be formalized and integrated into processes that ensure effective communication and task transfer among employees.

Additionally, it is crucial for Camino to strengthen its organizational culture to foster collaboration, inspire the team, and enhance performance outcomes.

Open an office and formalize on-site work?

The transition to an on-site model may affect team cohesion, especially if many employees prefer to maintain the remote work model. Barros and Silva (2010) point out that, once adopted, remote work tends to be difficult to reverse, potentially leading to higher turnover, which directly affects operations and organizational culture. In the case of Camino, founded during the pandemic, remote work has become a predominant practice, and a shift to on-site work could be perceived as a breach of agreement, particularly by employees who do not live in the host city, thereby increasing the risk of turnover or employee departures (Mello, 1999; Pinel, 2012).

Another major challenge concerns costs. While remote work helps reduce rent and infrastructure expenses (Barros & Silva, 2010), maintaining a physical office tends to increase these expenses. In addition, the need to lay off employees who are unwilling to move to the host city would entail significant dismissal and recruitment costs, as well as possible subsidies for those who accept relocation. Compounding this issue is the Administrative-Financial team's lack of experience in office management, which would require the hiring of an on-site facilitator or the transfer of one of its members.

The change to the on-site model reduces the company's reach in talent selection, restricting hiring to Belo Horizonte. In the event of dismissals, this restriction could make it more difficult to fill vacancies. In addition, the productivity previously observed in the remote work model could be affected, since on-site work may reduce autonomy, increase stress, and lead to more interruptions (Barros & Silva, 2010).

If Camino opts for a full return to on-site work, an alternative would be to implement a gradual transition, beginning with a hybrid model. This approach would allow greater flexibility regarding office presence in the initial phases, facilitating team adaptation. In this sense, hybrid work can play a strategic role as an intermediate step, allowing the company to test and refine practices before fully adopting the on-site model.

Open an office and implement the hybrid work model?

As highlighted earlier, hybrid work aims to take advantage of both on-site work and telework, while reducing the disadvantages of each modality. However, there are significant challenges related to the integration of remote and on-site employees. Dias and Chaves (2023) conduct an in-depth study of social interaction in hybrid projects, providing a reference framework for understanding the challenges associated with adopting this modality.

In hybrid environments, digital interaction may hinder the development of trust among



team members. The lack of trust can compromise information exchange and lead to delays in project activities. Another challenge is cooperation, which depends on mutual commitment to shared goals. In hybrid teams, the need for prior scheduling to ensure full participation may adversely affect other aspects of social interaction.

It is also necessary to establish communication formats that effectively serve both on-site and remote participants. Conflicts may arise when one group must accommodate the preferences of the other for effective communication. In hybrid work settings, it is essential to identify tools that ensure equitable access to and understanding of information among all team members. Additional practices, such as regular alignment meetings and the development of reference documentation, can help mitigate these issues (Dias & Chaves, 2023).

In the case of Camino, the Product team did not adhere to the documentation and internal knowledge management practices established by the Administrative-Financial team, which hindered cooperation and integration between remote team members and on-site workers. As highlighted by Alves (2008), the control and organization of work depend on individual engagement and commitment. Thus, in the face of a change in the work modality, it is necessary for both groups to adhere to such practices to avoid conflicts, strengthen organizational culture, and preserve employee morale, thereby reducing the impacts of the division between remote and on-site work.

Measures promoting balance and inclusion can be adopted, such as periodic remote meetings to track daily activities, along with on-site meetings focused on personal interaction to promote closer connections between remote employees and those in the host city. Well-structured meeting routines can play a crucial role in coordinating and managing teams.

FINAL CONSIDERATIONS

The debate on remote, on-site, and hybrid work reflects the complexity of the contemporary labor market. Examining these modalities is es-

sential to understanding their impact on organizations, particularly in terms of management, culture, productivity, and well-being. Telework offers flexibility and advantages such as improved quality of life and reduced costs, but it can also lead to isolation and conflicts with family responsibilities, while on-site work remains beneficial in certain contexts (Barros & Silva, 2010).

This study examines work models and their implications within a context marked by specific characteristics, focusing on the challenges and opportunities they present. It is important to emphasize that the decision regarding which model to adopt should consider the characteristics of each organization, its activities, culture, and the needs of its workers. The hybrid model gains prominence by combining the positive aspects of remote and on-site modalities, minimizing drawbacks while promoting flexibility and collaboration. The transition to this model requires careful attention to both individual and collective needs, with the goal of creating an environment that fosters well-being and productivity.

This case, through the use of an active teaching methodology, can be applied in Administration and Business courses, offering a practical basis for theoretical and applied discussions, and it also has the potential to be used in corporate education and professional development programs. It enables the exploration of topics such as organizational culture, leadership, and change management, developing essential competencies such as problem-solving, empathy, and leadership.

The case stimulates debates across various areas and theories of management, especially in the field of people management, covering behavioral theories, change management, leadership, and commitment. In addition, discussions related to recruitment and selection, motivation, and employee performance are particularly relevant. The case also proves relevant for analyzing organizational structures and work models, particularly when considering the specific management dynamics of technology-based companies, especially startups.



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