WORKPLACE STRATEGY: PART 2
DESIGNING A TRANSFORMATIVE WORKPLACE
A new US headquarters for Cimpress and Vistaprint, a global supplier of customized marketing solutions.
OVERVIEW
WORKPLACE STRATEGY: PART 2
In Margulies Perruzzi’s Workplace Strategy 1.0, we reviewed techniques businesses can implement to effectively support the three main business drivers impacting the workplace:

- **Inspire Productivity**
  - Create better value/product service

- **Attract & Retain Talent**
  - Competition for talent

- **Enhance Brand Recognition**
  - Motivate employees

**Workplace Strategy Part 2**

**Chapters 4-8: Designing a Transformative Workplace**

In this issue, Workplace Strategy 2.0, Margulies Perruzzi’s Workplace Strategy experts offer a deeper understanding of the current state of work today. What’s next for organizations and the impacts on their physical workplaces? We will look at the shift in:

- User-Centric Design
- Energy Trends
- Changes in Workflow
- Evolving Technology
- Employee Wellbeing

These factors are influencing the design of the transformative workplace, enabling companies to rethink how they create space to accommodate rapid growth and consolidation while motivating workers by offering the time and tools needed to do their jobs well.
Customer expectations are evolving at a rapid pace. It’s no longer enough to offer a great product/service at a good price. Today’s businesses are taking note, and beginning to investigate how to place its customers at the core of its experiences.

Eight out of 10 customers say that the experience a company provides is as important as its products and services.

PTC’s new global headquarters allows their clients to drive industrial digital transformation by enabling companies to design, manufacture, and operate innovative software.
CUSTOMER-CENTRIC SPACES

Including engaging customer-centric spaces in the design of your workspace helps provide a significantly improved overall experience, leading to attracting and retaining customers/tenants.

Sometimes called user-centric design, customer-centric design is an approach to business focusing on creating a positive experience for the customer. Customer-centric businesses ensure the customer is at the center of a business’s philosophy, operations, or ideas.

60% More Profitable

Customer-centric businesses were more profitable compared to those not focused on the customer.

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Today, organizations are incorporating design solutions in their workspace that allows for customers to interact with their products and services while better understanding their brand and culture. Concierge design versus reception desks are being deployed. Value added services, such as incorporating IT genius bars versus a ticketed help desk, are becoming more commonplace.

Philips Executive Briefing Center encourages clients to interact with devices.

Boston Scientific Headquarters empowers clients to find their way around.
MEETING THE NEEDS OF THE EVOLVING WORKFORCE

It can be observed that people are increasingly dependent on mobile devices and technology, with expectations of working faster and more efficiently. There is little tolerance for antiquated systems and outmoded technology.

As a result, changes in the workplace need to mirror the seamless experiences offered on home devices.

This full experience integration requires re-thinking technology delivery and success measures for workplace experience alignment.

EXAMPLE: EMPLOYEE-CENTRIC SPACES

Today, organizations are incorporating crowd-sourcing mobile apps, such as CrowdComfort, to offer employees and tenants an easy way of reporting building issues, like maintenance, health, safety, comfort, and IT. These channels, especially those with user-friendly, easy-to-navigate interfaces, empower users to resolve their own issues. This employee-driven data offers facility managers a way to drive productivity, safety, and comfort by making informed decisions.

Requests made by phone today

Five years ago, 90% of support requests were made via phone. Since then, that number has been cut in half.

Set temperature to 72°

MAKE COFFEE NOW

Order my favorite lunch

SOURCE
DESIGNING IMMERSIVE WORKSPACES

Workplace Innovators of today, made up of Directors of Real Estate, Facility Managers, IT, Human Resources, Corporate Communications and their design teams, are required to think creatively and help improve the customer and employee experiences.

Real Estate management is shifting from just managing the building to a tool that can:

» Showcase company values
» Communicate differentiators
» Increase engagement

» Deploy employee experience strategies
» Aid in the attraction and retention of talent

“The future of the workplace is about the future of people.”

Andrea Murray (Partner at ISG)

These workplace innovators are looking to new technologies and new ways of working to enable their company to easily shape their future and put their people first.

76% Want more tools

Knowledge workers want to have more communication tools available to them in the future.

Example: Find ways to highlight your values, products, and services on client facing floors through the use of video displays, kiosk/displays and wayfinding, branding, and VR experiences. Explore the idea of including lab and maker spaces, encouraging customers to experience and participate in your process.”
CHAPTER 5
NEW TECHNOLOGIES
VIRTUAL & AUGMENTED REALITY

Augmented and Virtual Reality look similar, but they are actually different. Augmented Reality uses the existing environment as a base, building graphics on top. Virtual Reality uses a virtual/created environment as the base.

Companies seeking a competitive edge are beginning to use Virtual Reality and Augmented Reality in the workplace to enhance their help desk, remote meetings, and training, with the ultimate goal of improving the employee experience and firms’ ability to control costs.

VIRTUAL REALITY IN CORPORATE TRAINING

These technologies are changing how we design workspaces. Mixed reality better integrates training, improving training quality and reducing overhead associated with bringing employees up to speed. VR is used in the workplace in the following ways:

» More flexibility: learn on-demand anytime, anywhere
» Higher learning engagement
» Personalized content
» Dedicated career coaching
» Reduced cost to organizations
» Increased efficiency
» Measured outcomes of learning more effectively
VIRTUAL PARTICIPATION

Virtual assistance and telepresence robots are being explored by many companies. Machines can streamline work processes, allowing employees the opportunity to take advantage of additional educational opportunities, utilize employ wellness programs, or participate in an innovative workplace project.

62%

Expect to use VAs

Companies expect to make use of virtual assistants in just two years

Telepresence robots are giving employees physical presence at work when they are unable to be there in person. These robot are free to roam the office without having to schedule a meeting, allowing remote workers to remain engaged in day-to-day activities and become part of hallway conversations.

Did you know?

- Estimated savings: $24,000 (based on 2-day trips twice per month)
- Estimated Annual Pollution Reduction (CO₂): 35 pounds

SOURCE WORKPLACE REALITIES AR/VR GEARED TOWARDS REAL ESTATE

$80B

Expected VR/AR market

The VR/AR industry is expected to grow exponentially by 2025 with a lot geared towards real estate purposes.

SOURCE
If you are not embracing technology you are going to be left behind: the mobile movement is here to stay.

Property managers are able to adjust temperatures in buildings while sitting in their office or on vacation halfway across the world. Apps now exist for real-time public transportation trafficking, obtaining feedback from employees, and offer simple lines of communications. Workplace designs are including a higher percentage of displays throughout enclosed and office areas to support various dashboards and information. Get on board!

Industries using AR, VR, and building system sensors are able to learn and diagnose issues. Facilities staff can quickly learn about their systems while resolving and reducing service tickets, allowing organizations to save money.

Training centers with visitor areas are reduced as more on-demand online or VR training sessions are developed.

Soundproof podcast recording areas support this effort and will continue to grow in the workplace.

IoT is changing the digital display experience. Voice-activation reduce the need for expensive touchscreens and other devices.

Reception areas are smaller and, in some cases, going away completely to make way for collaborative work hubs with adjacent concierge desks or virtual assistants to greet visitors and offer advice.

Mail rooms are being reduced or even eliminated as firms explore locker systems, such as DIGILOCK’S PACKAGEHOLD SYSTEM.

Notifications are sent to employee smart phones when mail arrives.
Activity-base working and agile-working are two emerging work flows impacting today’s transformative workplace, focusing specifically on the employee, productivity, optimized real estate, company culture, and agile furniture and technology.

**ACTIVITY-BASE WORKING (ABW)**

Have you ever had an assigned seat next to a “loud talker” and had difficulties focusing? An ABW Planning Model focuses on offering employees flexibility to decide on how, when, and where they work, providing employees the freedom of choice and opportunity to discover the best work settings for a specific task while maintaining team connection.

Many companies are moving away from developing space needs per department and instead are identifying a variety of unassigned workspace settings that are sharable, flexible, and adaptable to a variety of needs and activities. Offering an environment that can accommodate any activity creates a balance of “I” and “We” space types.

**I SPACES**
- Individual task worksettings
- Focus spaces
- Respite spaces
- Private phone booths

**WE SPACES**
- Office/huddle spaces
- Meeting and team spaces
- Collaboration and Inspirational spaces
- Community spaces

PTC’s neighborhoods are part of an Activity-Base Work Planning Model.
AGILE WORKING (AW)
AW promotes the power of teamwork by creating a flexible and productive environment that can respond to the changes in team workflow while improving their velocity. Workers can easily team together in an area and quickly modify their surroundings to meet evolving demands. Most often teams are working on a particular task for a specific period of time in a creative scrum environment with lots of white-boarding space to map out processes.

This workflow model is now being readily adopted by HR and Marketing teams in addition to the Technology industry for which it was initially designed. For example, HR teams are using the agile inspired work process to test ideas and policies before implementing.

SUPPORTING WORKFORCE MOBILITY
With the ability to work from any device, anywhere, at any time, employees expect to work the same in the office as they do out of the office. Laptops are overtaking desktops, Bring Your Own Device (BYOD) programs are increasingly prevalent and the use of mobile devices, such as smartphones and tablets, continue to increase. It is important to think about technology solutions that will:

» Support applications and tools that are truly device-agnostic
» Be reliable and user-friendly, whether desktop or a mobile device
» Include fast and reliable remote connections, with intuitive access procedures

“Unassigned seating has fostered collaboration. People are just walking over and getting things done very quickly. They’re talking, meeting. It’s formal and informal. It’s just a much more collaborative workspace than it ever was before.” Diane Young, PTC

SOURCE

Dassault Systèmes’ Fab Lab space is part of an agile working model.

Buildium’s new global headquarters provides a variety of spaces for its staff.
The open office is not a new concept, and it continues to gain global momentum as office designs become more progressive. These high-functioning workplaces are designed to include multiple work settings (cubicles, benches, private pods, and yes, sometimes private offices) designed to create more relatable smaller neighborhoods. They include a range of choices for meeting, collaborating, and socializing. The goal for any new workplace design is to create an environment where collaboration is enhanced, where learning from others is promoted, and where the culture of a given organization can flourish. The workplace is a powerful tool that can drive creativity and productivity in any organization, but like anything else, it requires thoughtful planning, communication, and design. Reducing the unknowns by following some of these steps can help ensure a successful transition.

» ABW typically requires leadership, IT, and management buy-in and trust.
» Identify your workplace champions, such as the C-Suite, HR, IT, real estate team members, and management to lead design discussions and interface with employees.
» Gather data analytics and test ideas with a pilot space (this is a BEST PRACTICE).
» Increase employee engagement by allowing encouraging customization of “open office rules” so they can do their best work.
» Focus on the benefits and educate staff on new ways of working before and after your move.
» Allow Provide opportunities to experiment with new ideas and offer continuous support and improvement after move in.

When a business does not implement a support strategy after moving into the new space, failure is likely.

70% of projects fail
Change Management is any approach to transitioning individuals, teams, and organizations using methods re-directing the use of resources, business process, budget allocations, and/or other modes of operation that significantly reshape a company or organization.

The essence of Change Management is to clarify the urgency of why a shift in workplace must occur. This early data gathering and analysis, in tandem with a carefully evaluated review of workplace strategies, will ultimately yield a clear, agreed upon design solution.

Workplace innovators understands that change – small or large – is difficult for most people, and Change Management is a critical component to ensuring the success of any transformation. The graphic below illustrates the steps in which workplace innovators invest to offer a smoother transition for their employees as they begin a new way of working in their new workplace.

1. **STUDY**
   - Current State
   - Benchmarking
   - Goals
   - Readiness
   - Survey

2. **DISCUSS**
   - Executive teams
   - IT, HR & management
   - Staff members
   - Develop recommendations

3. **PLAN**
   - Create Strategy
   - Develop message
   - Communication vehicles
   - Develop Benefits, Policy & IT

4. **ROLL-OUT**
   - Pilot Space
   - Implement
   - Communications
   - Develop Benefits, Policy & IT

5. **FOLLOW UP**
   - Post change Support Strategy
   - Post Occupancy
   - Obtain on-demand
   - Monitor
   - Revisit space frequently to align with staff & IT evolution
Effective Change Management is mitigating one’s fear of the unknown. Once a design has been established, the Change Management process is facilitated to communicate and educate those who will be asked to adopt the change.

"The resistance level to change was significantly higher in the early sessions. This was a healthy fear, however, and it enabled people to really think about their options. As the sessions went on and more information was reviewed, a greater level of openness to change was realized. The ‘tipping point’ in the decision making process occurred after touring other companies, where different workplace strategies were in place. Most compelling was talking to the occupants, specifically HR representatives who could speak on behalf of the people."

Kevin Schlick, Vice President of Finance Operations and Real Estate, Partners HealthCare System

Clients that actively engage their staff through education, communication and training, or through physical mock ups, usually experience a much higher degree of employee change adoption and adaptation.
BUILDING THE IoT (INTERNET OF THINGS)

Building the IoT has enabled an increasingly robust interaction between the interior environment and its occupants. Sensors installed in office spaces, light fixtures, workstations, HVAC equipment, hardware, and audiovisual equipment facilitate the ability to gather data on activity, light levels, vacancy, temperature, security, and media interface. With this data comes the ability to understand patterns, and the next step is to use that data to improve outcomes. For example:

**Real Estate Management**
Underutilized space is costly. An opportunity to increase productivity through collaboration lies in the ability to track space usage and offer gathering spaces appropriate to the size and needs of the team and then use the data to fine-tune facility efficiency.

**Management Systems: Improving Experiences & Efficiencies**
- **Streamline workflow and boost collaboration.** Improve employees’ experiences by offering a way to easily find and book work and meeting spaces on demand via mobile devices or on site via digital maps.
- **Workplace optimization and improve productivity.** Make informed decisions based on utilization metrics obtained on how to optimize space.

**People Analytics Programs** are systems that track and understand patterns of interaction.

**Control Systems** save energy and money by turning off unnecessary lights and HVAC.

**Security and mobile access control** has the advantage of simplified and centralized credential management, and offers the benefit of full data gathering and analysis.

**Audiovisual Systems** have become the mainstay of collaboration. Few meetings are conducted without technology support, and screen sharing has become universal.

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**Amount of time space is unoccupied**

<table>
<thead>
<tr>
<th>Private offices</th>
<th>Workstations</th>
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<tbody>
<tr>
<td>77%</td>
<td>60%</td>
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**Visitor Management.** Improve visitors’ experiences by issuing parking spots and digital badges prior to arrival, as well as wayfinding maps to their scheduled meeting rooms via their mobile devices.

> “Since the system offers historical data, we can look back and compare what usage used to look like when we first moved in and what it has changed to now.”

Stephanie Peters, manages culture, employee, and office experience for Salsify
The digital workplace is evolving at an ever-accelerating rate. Today and in the future, people and technology must work together to succeed in any business. There are several technologies that stand to alter the way work is conducted in the coming years, including:

**A Smarter Workplace with Internet of Things (IoT)**

Devices are creating a smarter workplace, making a variety of devices better able to communicate:

- **Lighting**: daylight harvesting and user controls
- **Increased capabilities for remote workers allowing people to work anywhere**
- **Assigning parking spaces**
- **Upgrading facility efficiency**: automatically requesting refills for soap and vending machines or trash removal

**Sensors: Performance Metrics**

- **Fit is critical** to understanding the types of work that is or is not being performed. While square footage is the same, how we measure space and its utilization has changed.
- **Workplace performance metrics** continues to be a work in progress, however it’s a trend to keep an eye on – as technology becomes more sophisticated and tools to collect data become more commonplace, this is a time of profound change in how design supports work in all its varied forms.
- **Tracking utilization helps** office design, reduces office crowding, and optimizes open and private rooms. Giving employees a choice of spaces that work best for them will increase productivity, collaboration, creativity, and overall satisfaction.
- **Increase real estate ROI**: metrics will help optimize the space and help determine to scale up or down in square footage.

By 2020 over half of the workforce will be millennials, who expect their business software to work as easily as the tools they use in their personal lives.
CHAPTER 8
DATA DRIVEN DESIGN

Data analytics helps inform the design of your workspace by providing fast, evidence-based information about the way your organization works—now and in the future—resulting in lower fail costs with regards to building and interior investments. Dashboards offer reports including:

- Organizations activities and departmental collaborations
- Time spent in/around the office
- Amount and peak times of collaboration
- How employees collaborate and what tools they use
- Areas that are most efficient and opportunities for growth or reconfigurations

Deploying space sensors in office environments early (prior to the programming process) informs your design and RE team space types with the most usage compared to those which do not. Allowing employee confirmation with the reasons behind these metrics, whether bad wifi reception reduces the usage of a phone room in one area over another.

This is useful to your design, HR, and RE teams as they begin to develop programming documents, informing them of each departments’ profile, amount and types of space needed, and mobile/remote factors.

SPACE UTILIZATION DATA

(Image by Steelcase)
CHAPTER 9
EMPLOYEE WELLBEING
Building sustainability was a trend, now it’s a staple. The same can be said for wellness. With the rise of Fitwel Certifications, living/working/playing in healthy environments has become an expected standard, one that companies are prioritizing. Fitwel is the world’s leading certification system optimizing buildings to support health.

“Wellness has taken off in workplace design because the workplace is no longer just an office, it’s an extension of life.”

Cecilia Amador

Companies are expanding their sustainable offerings and healthy practices with amenities like meditation and yoga rooms, on-site massages, gardens or “living walls” to supply their cafeteria, state-of-the-art fitness rooms, and circadian lighting, all to improve employee energy, productivity levels, and mood, and while reducing stress. The office has become a place that must contribute to happiness, purpose, and a feeling of fulfillment.

80% increase in certifications

Fitwel certifications have increased exponentially in the last year alone, showing a surging trend in building for health.

HEALTH PROMOTING STRATEGIES

Certifications like Fitwel and the WELL Building standard are helping companies design workspaces and buildings promoting and supporting healthy behavior. Some health-promoting features being incorporated in today’s workplace include:

- Visible stairways to encourage more use
- Healthy Snacks to promote better decisions
- Strategies improving indoor air quality and flow
- Biophilia and wood elements bring the outdoors inside
- Visually open environments reduce stress levels
- Access to green spaces, walking paths, community gardens, and rooftop spaces
- One-stop wellness options include fitness areas, spas, and mental health all under one roof

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ABOUT MARGULIES PERRUZZI
WE DESIGN BUILDINGS AND INTERIORS THAT NURTURE AND INSPIRE. WE ARE DEVOTED TO OUR CLIENTS, OUR COMMUNITY, OUR ENVIRONMENT, AND TO EACH OTHER.

Margulies Perruzzi leverages its significant experience and forward-thinking approach to transform the way organizations work and meet their business objectives. As a team of collegial, collaborative, and experienced design professionals who listen carefully and care deeply for their clients, we are a proactive and innovative leader in the design of workplace environments. With a vision focused towards the future, our intelligent design creates inspired environments, guiding and transforming where and how people work today, tomorrow and beyond.

Margulies Perruzzi uses leading edge technology to best interact with all members of the design and construction team—3D design, visioneering, VR and other technologies to bring presentation and experience to life for clients.

“We are High Tech and High Touch.”
Margulies Perruzzi has a culture of listening: to new colleagues, to our clients, and to ideas across industries, generations, and cultures.