Innovative Office Concepts and Workstyles

Results International Workstyle Research Program, Office Concept Monitor

Concept-international, Maastricht - Aachen
Marcel Storms
Concept-international

- Specialists in the development and introduction of new office concepts
- Integrated view of office concepts and workstyle
- Projects for medium sized companies and multinationals (Europe)

Bringing vision into practice

- Netherlands, Germany, Belgium, UK, US
- Government, Industry, Banking, ICT

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Up to 1993       only cellular offices, open plan offices
Since 1995       combi offices in Scandinavia and Germany
Since 1993       first flexible office concepts in Scandinavia
Since 1996       flexible offices, Anglo-Saxon development
                   flexible offices, European development
Since 1998       business clubs, working from home

Sol, Ericsson, Digital
IBM, Anderssen
Interpolis, Finanz-IT
The Vision Web
Tendencies and challenges

From 1996: focus on cultural issues
From 2000: financial issues became more important due to the economic situation

Financial benefits are relatively countable.
Scientific proof of cultural benefits requires more in-depth studies.

<table>
<thead>
<tr>
<th>Traditional space planning</th>
<th>Innovative space planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 1000 Employees</td>
<td>- 1000 Employees</td>
</tr>
<tr>
<td>- 1000 Workplaces</td>
<td>- 750 Workplaces</td>
</tr>
<tr>
<td>- Approx. 20 m² NFS / Workplace</td>
<td>- Approx. 15 m² NFS / Workplace</td>
</tr>
<tr>
<td>$ 20,000 m² NFS</td>
<td>$ 11,250 m² NFS</td>
</tr>
</tbody>
</table>

Source: Bosti Associates, NY, 2003
Example: Finanz-IT Hannover Berlin

IT company (part of the Sparkassen Concern)
Introduction Business Club concept in 1999
From 2002: mobile working, new work regulations, new ICT standard

Goals:
- Supporting an entrepreneurial culture
- Flexible cooperation, changing project teams
- Technology-based way of working
- Space efficiency and cost reduction
Program aimed at the further development of a new profession.  
Phase 1: Office Concept Monitor  

Office Concept Monitor:  
- Quantitative information about office concepts benchmark information  
- Qualitative information about office concepts management opinions  

OCM is based on an international questionnaire in which 82 respondents participated:  
- the respondents made an assessment for a population of 68,000 employees  
- (the 82 companies together have 1,495,000 employees)  

Surprising conclusions.  

From early adopters to full breakthrough!
A positive attitude towards innovative office concepts is signalised, resulting from organisational and cultural benefits.

From 22% flexible workers up to 70% flexible offices!

• Currently 64% fixed workplaces, desired situation 19%; 4 in 5 people would like to work in flexible concepts
• Currently 22% are working flexibly (with a desk-sharing ratio of 1.2 and higher)
• In the desired situation 70% will be working flexibly (sharing ratio 1.2 and higher)
Why? Reasons for this change

Cultural issues
The positive attitude is mainly based on cultural issues:
+ cooperation within a team 69%
+ achieving the desired company culture 82%
+ creativity of employees 60%
+ motivation of employees 85%
+ corporate image 84%

Financial issues
Productivity: 71% expect a positive contribution
Cost reduction: 63% expect a positive impact on cost-efficiency

1. Culture:
   - Top management as promoters and catalysts, 90%
   - the implementation is a change process requiring professional support, 70%

2. Facts:
   - more homework from 15% to 21% (average)
   - more laptops from 23% to 33% (average)
   - more wireless phones from 24% to 42% (average)
   - less paper from 5.7 metres to 4.5 metres (average)

3. Flexibility balance and teams:
   - Average ratio 1.23 (relatively conservative, is definitely not over the top...)
   - flexibility for employees combined with areas for teams
4. Environmental issues
   • freedom to work in different places and at different times
   • smaller floor surface per workplace, *from average 13.5 m² NVO to 12.7 m² NVO*
   • living, dynamic and transparent environment
   • “club feeling”

5. Archiving & digitalisation
   - *neutral* impact on process efficiency
   - do we know the benefits of a new knowledge infrastructure?
   - in general only small changes between the current and the desired situation
   - one in three companies will use less than *2 metres* of shelf space for each employee
Benchmark. Quantitative aspects

Space usage:
- Definition of NVO
- Average from 13.5 m² NVO to 12.7 m² NVO / workplace
- Less higher space usage (higher than 15 m²)

Mobile office telephony:
- Increasing average from 24% to 42%
- In the desired situation 24% of companies want a full-scale implementation of wireless telephony
Evaluation Sun Netherlands, Network of Places

- work from Home, 50% more effective
- savings travel- and commutingtime, 60% back to company

<table>
<thead>
<tr>
<th>Statement</th>
<th>I agree</th>
<th>Neutral</th>
<th>I do not agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have perceived the change to the new work environment as positive</td>
<td>84%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Before the move I was well informed about the new concept</td>
<td>94%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>I am already used to working in the Network of Places concept</td>
<td>85%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>I can now make more efficient use of my time</td>
<td>44%</td>
<td>34%</td>
<td>22%</td>
</tr>
<tr>
<td>The work atmosphere has improved</td>
<td>40%</td>
<td>46%</td>
<td>14%</td>
</tr>
<tr>
<td>Our image towards customers is positive</td>
<td>90%</td>
<td>10%</td>
<td>9%</td>
</tr>
</tbody>
</table>
Evaluation NS Vastgoed Utrecht

+ Image, spin-off to customers
+ communication (corporate level)
+ teamwork and flexible cooperation
+ teamarea’s
+ flexible working hours
+ desk sharing ratio
Contact / Information
Concept-international, Maastricht Netherlands and Aachen Germany
Marcel Storms
marcel.storms@concept-int.com, +31-6-50697146
www.newbusinessdimensions.com

Roles and Responsibilities
- Strategic and Feasability Studies, Business Case Studies, Work Proces Analysis
- Concept development (integral approach: locations, buildingstructures, office lay-out, information management, achiving, ICT, workstyle, work from home, functional specifications)
- Organisational development (new workstyles, change management, communication strategies)
- Monitoring technical implementation processes

Examples op supporting Tools
Second Opinion, Workshops, Seminars, Occupancy Measurements, Strategic Studies, Management training, Lay-out development.

CI-university
Research projects (e.g. Office Concept Monitor), Seminars, Study Tours, Publications.

Recent references Europe