Alternative Workplace Strategies

TWO CASE STUDIES:

A: Production Facility Offices of a Fortune 200 Pharmaceuticals Company

B: Global Engineering Offices of a Fortune 50 High Tech Company

Key Issues for Discussion:

• Drivers, Constraints
• Look & Feel
• Components: Telecommuting, Technology, HR/Culture, Management Style
• Opportunities
• Lessons Learned
The Key Elements for Change

Less is More – SPACE / REAL ESTATE
Less space, less storage, more technology, more collaboration

Work Happens Outside Facility Boundaries – TECHNOLOGY
Telecommuting, corporate sites, business partner sites, academia, virtual worlds, teleconferencing, web

Impromptu Communication – COMMUNICATION and TECHNOLOGY
Spaces demands for gatherings, web conferencing/viewing, Social Network collaboration

Brand Value – MARKETING
Marketing the brand 24x7

Adaptable – BEHAVIORAL
Agile, Embrace change and new ideas

Collective – BEHAVIORAL
No longer about ME, but about the Team

Cross over work style – BEHAVIORAL
Mobile, Telecommuters, hotel, dedicated, teaming

Change management – BEHAVIORAL
Agreement and buy-in by key personnel
A: Project Overview  Production Facility Offices for a Pharmaceuticals Company

PROJECT SUMMARY:
• Convert existing traditional office space into supportive collaborative environment

PROJECT OBJECTIVES:
• Create consistency that complies with the company’s workplace policy of a collaborative environment, transforming the existing office space to support manufacturing productivity and processes

DESIGN OBJECTIVES:
• Create a practical, flexible and adaptable team collaboration solution
• Standardize workstations to satisfy all functions on the site; minimize downtime
• Maintain a workstation height of 42” or lower to preserve lines of sight from seated position
• Facilitate one-to-one interaction
• Maximize daylight views to benefit of all staff
• Support company’s IT Strategy for a paperless work environment
• Mitigate open plan “noise” – select sound absorption materials and sound masking system; lay out workstations with this in mind
• Develop a “Northern California” style
• Project to serve as a pilot for future workplace projects
Constraints and Opportunities

**CONSTRAINTS:**
- Compressed time frame to meet 4/29 site visit.
- Limited furniture selection within company’s existing global contract and “readily available” product.
- Limited floor plan – more space is required for focus booths / acoustical private spaces to support confidentiality or longer duration teleconference calls.
- Promote migration to laptops, docking stations, multiple screens and headsets to support the IT strategy.

**OPPORTUNITIES:**
- The Design Solution becomes an example of “change” supporting the company’s open plan concept.
- The solution creates a “high performance” team collaboration environment toward an increase in productivity.
- The solution directs team member to migrate to a digital work environment.
- The solution drives team members to collaborate “real time.”
Inspiration

- Company’s brand and color palette
- Emulate European headquarters site
- Use natural daylight and views
- Northern California natural landscape
- Practicality to support the Production and Manufacturing processes
- Exterior window mullions of existing building
- Use of sustainable and renewable materials
Space Utilization: 2,300 sq.ft. / 24 people = 96 sq.ft. per person

A: PHARMA COMPANY
New Floor Plan

Space Utilization: 2,300 sq.ft. / 32 people = 72 sq.ft. per person

A: PHARMA COMPANY
View into Work Area

A: PHARMA COMPANY
Before

AISLE FROM LOBBY

SHARED WORKSTATION

DEDICATED WORKSTATION

A: PHARMA COMPANY
After

AISLE FROM LOBBY: SHARED WORKSTATIONS, 2 SHIFTS

HEIGHT ADJUSTABLE, MOBILE PEDESTALS

A: PHARMA COMPANY
After

A: PHARMA COMPANY
A: Summary  Production Facility Offices for a Pharmaceuticals Company

**DRIVERS:**
• Consolidate production team and site management into one area to speed collaboration to get product to market
• Progress within 60 days (from engaging DGA) for CFO’s US facility visit

**TECHNOLOGY:**
• Support corporate IT strategy: minimal print/hard copies, all knowledge kept on corporate server, 90% of users have laptops, cell phones and telecommute

**CONSTRAINTS:**
• Pre-established global furniture contract: limited to quick ship solutions and price points
• Limited space with minimal clearances

**LESSONS LEARNED:**
• DGA’s ROM was within 2%
• Fast-track projects require proven design and construction team members
• Successful low cost solutions such as sound masking and sound absorbing materials
• Early employee engagement assisted with buy-in to consolidation, with minor design concessions

**LOOK & FEEL:**
• Should emulate European open desk solution model – corporate office standards, metal, light wood, minimal
• Preserve look and feel of Northern California region
**B: Project Overview**  Engineering Offices for a High Tech Company

**DRIVERS:**
- Metro Real Estate consolidation
- Migrating a legacy corporate culture from private offices to open plan work stations
- Culture change: Boomers vs. Gen X & Y
  - Losing the best new talent to competitors because of out-of-date facilities

**CONSTRAINTS:**
- Autocratic/traditional corporate management
- Lack of support and a champion
- Struggling to get funding in a weak economy

**LOOK & FEEL:**
- Clean, practical, sustainable

**TECHNOLOGY:**
- Slow migration to laptop and wireless
- IT funding not aggressive

**LESSONS LEARNING:**
- *Priority to move people inhibits decision making, non-risk takers*
Existing Private Office Hallways
First Migration: Private Offices to Less Private Offices, Introduction of 8x8 Cubicles

Space Utilization: 24,395 sq.ft. / 83 people = 293 sq.ft. per person

Space Utilization: 24,395 sq.ft. / 128 people = 190 sq.ft. per person
Conceptual Plan for Next Implementation (Phases 1 & 2, Two Thirds of a Warehouse Building)

Space Utilization: 121,888 sq.ft. / 683 people = 178 sq.ft. per person
Zone Diagram

B: HIGH TECH COMPANY

MAIN CIRCULATION
COLLABORATION; HUDDLE CONFERENCE, & DRUM
CORE; RESTROOM, HEALTH, JANITOR, MECHANICAL, BD, SHOWER, STORAGE, & MAIL/COPY/PRINT
TOWN CENTER, BREAK, CANTEEN, & COFFEE
LAB
OFFICE; EXECUTIVE, MANAGER, & CUBICLE
Neighborhood

Space Utilization: 8,600 sq.ft. / 62 people = 138 sq.ft. per person
**Workstation Specs**

**WORKSTATION 8’ x 8’**
- Stackable vertical tiles starting at 12”- 15” heights
- Fabric, metal and glass options
- Freestanding primary work surface minimum 24” x 72”
- Non-handed, on glides user adjustable from 26”- 42”.
- Laminate with eased vinyl edge
- Secondary work surface 15” x 42” on glides user adjustable from 26”- 42”
- Laminate with eased vinyl edge
- Keyboard adjustable arm
- BBF lockable pedestal

**WORKSTATION:**
- The workstations are composed of 5 and 10 pack layouts with an electrical and data spine fed by a power pole connected to the trusses with unistrut and threaded rods and chrome cable trays.
- Planning is based on a 2’ module to allow for ease in rearrangement both in height and footprint. A 3” creep has been incorporated in the assumption of the layouts.
- Future collaboration spaces can be accomplished when desks are shared by telecommuters or unassigned seating.

**Electrical and Data**
- 30” high panels with belt-line electrical and data raceway
- duplex receptacles
- 2 LAN drops
- ACT-3 - Open ceiling to trusses with cap sheet

**Lighting**
- L-3 pendant fluorescent light fixtures dropped 9’-6”H

**Sound Masking**
- Sound masking design amplifier in open ceiling as required

**Budget**
- $4,600 per workstation
Speaker Bio: **Nancy Ludlow CID**

- Workplace Strategist / Senior Interior Designer at DGA
- Over 25 years in the industry as a designer and as a client
- Interiors Specialist at HP where she helped initiate and was a major contributor to the company’s Workplace Transformation Guidelines
- Oversaw revision of Cisco’s Global Architectural Guidelines and Standards
- Served as a designer with many of the Bay Area’s Interior Design firms
- Authority on strategic thinking for the corporate workplace

**About DGA:**
- One of California’s leading architectural firms specializing in the design of technical facilities: life science R&D and manufacturing, microelectronics, clean tech, data centers; and corporate office buildings
- Offers full workplace design services (including strategic planning, master planning, building design, space planning, interior architecture and design); laboratory planning; facility integration architecture
- Over 75 staff in offices in San Diego, San Francisco and Mountain View (Silicon Valley)