MeetWork

A MOBILE WORKING SOLUTION FOR GENERATION Y

POLITECNICO DI MILANO

FACULTY OF DESIGN
M.SC. IN PRODUCT-SERVICE SYSTEM DESIGN

Meet Work

A MOBILE WORKING SOLUTION FOR GENERATION Y

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Part 1 **Project**

ABSTRACT

Generation Y is the main generation of workers and will continue to be for the next twenty years. Generation Y workers' different vision, needs and expectations force the workplaces to change. Generation Y should be able to work flexibly accessing technology resources anytime anywhere. The need is to work different patterns over time to provide work-life balance. With the effect of technology and connectivity, Generation Y work anywhere at any time. The design of workplace of future requires to create diverse worksettings. The context and nature of work is changing as well as the demographical structure of knowledge workers.

This thesis tries to research the workplaces and analyse the Generation Y to be able to find a new product-service system solution. The book is divided into two parts. The research part deals with the workplaces and the Generation Y. The evolution of workplace through time, the new ways of working, the invention of new worksettings and the emerging workplace trends are analyzed in the first chapter. The second chapter is about Generation Y. Generation Y, their characteristics, their comparison with the previous generations and their workplace behaviors are discussed. The main part of the research covers the Generation Y survey. The purpose of this survey is to reach as more Generation Y as possible from big cities all over the world to understand who they really are, what they need and expect from their workplace, from life. The data collected from the survey is analyzed in detail. In the project part, Meet&Work is suggested as a solution of a new mobile working for Generation Y.

Generazione Y è la generazione principale dei lavoratori e continuerà ad essere per i prossimi venti anni. La visione differente, i bisogni e le aspettative della Generazione Y forzano il workplace a cambiare. Generazione Y dovrebbe lavorare in modo flessibile con l'accesso a risorse tecnologiche sempre e dovunque. La necessità è quella di lavorare diversi modelli nel tempo per fornire l'equilibrio vita-lavoro. Con l'effetto della tecnologia e della connettività, la Generazione Y lavora ovunque e in qualsiasi momento. La progettazione del workplace del futuro richiede di creare worksettings diversi. Il contesto e la natura del lavoro sta cambiando e la struttura demografica dei lavoratori della conoscenza.

Questa tesi ricerca il workplace e analizza la Generazione Y di trovare un nuovo soluzione della sistema di prodotto-servizio. La tesi è divisa in due parti. La parte della ricerca riguarda con il workplace e la Generazione Y. L'evoluzione del workplace attraverso il tempo, le nuove modalità di lavoro, l'invenzione di nuovi worksettings e le tendenze emergenti sul workplace sono analizzati nel primo capitolo. Il secondo capitolo è sulla Generazione Y. Generazione Y, le loro caratteristiche, il loro confronto con le generazioni precedenti e la loro comportamenti sul workplace sono discusse. La parte principale della ricerca riguarda l'indagine Generazione Y. Lo scopo di questa indagine è quello di raggiungere quanto più possibile Generazione Y dalle grandi città di tutto il mondo per capire chi sono veramente, che cosa hanno bisogno e si aspettano dal loro workplace, dalla vita. I dati raccolti dall'indagine è analizzato in dettaglio. Nella parte di progetto, Meet&Work si propone come una soluzione mobilità di lavorare per la Generazione Y.

PART1
RESEARCH

chapter 1: workplace
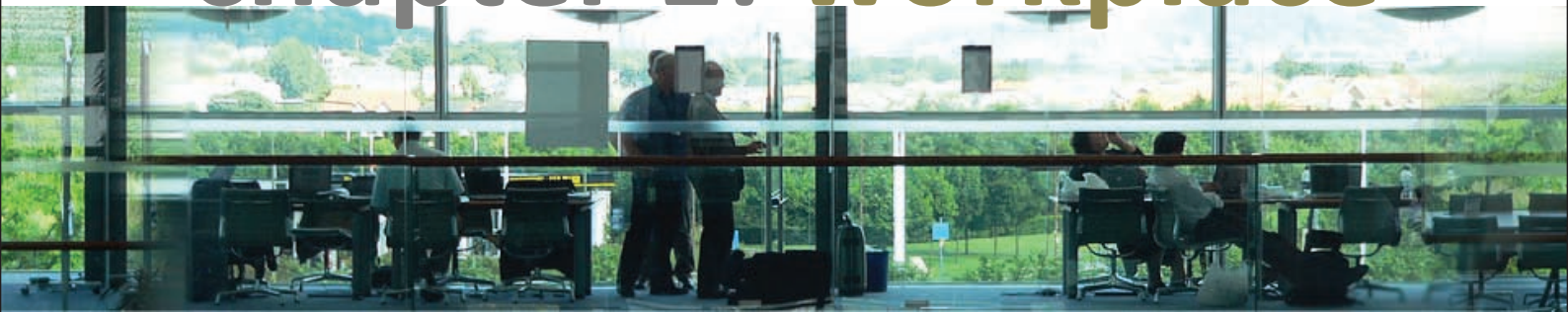
THE EVOLUTION OF WORKPLACE

In this section of the research part of the thesis, we see the evolution of workplace from the beginning of 20ᵗʰ century until now.

First part of this section, we learn the basic structure of the **"historical background"** - what the idea of work and workplace was and how it changed during time.

Second part deals more with **"evolution of the office space"** itself. We see - how the workspace changed from cellular to open plan, the need of additional spaces during time, and new work environment with spaces designed for different activities - inside a chart.

Historical Background

Early 20th Century: White-Collar Factories

Office work before 20th century was performed by educated men. In the early 20th century office work became widespread and routine. The growth and changing nature of office work had huge impact on the design of work-places. (Meel 2000, p.25)

They became **"white-collar factories"** with the concept of large open floor spaces with classroom-like rows of desks all facing the same direction to the supervisor. The icon for open plan is the Larkin Building (1904) in Buffalo, designed by Frank Lloyd Wright. (Meel 2000, p.26)
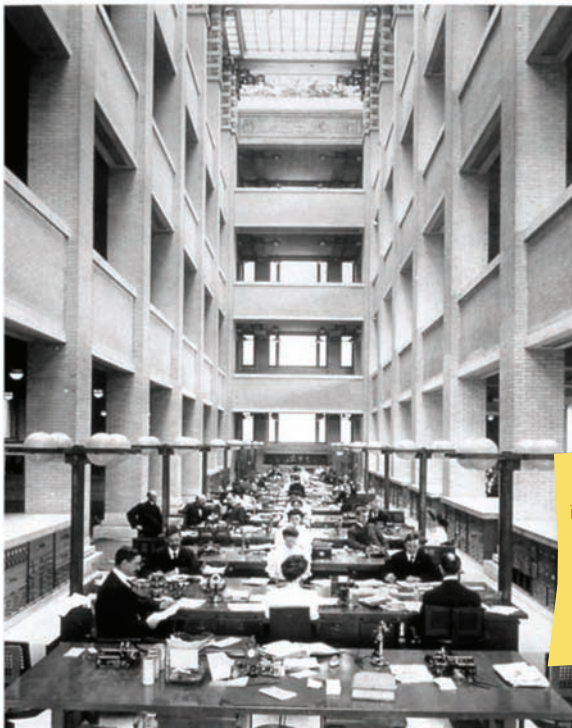
*interior of Larkin Building by Frank Lloyd Wright, 1904*

Figure 2
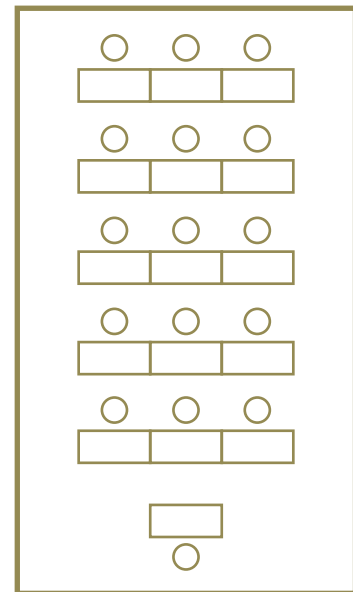
Drawing 1: "white-collar factory" floor plan: with desk rows towards same direction facing the supervisor

1950s: Glass Boxes

After the 2nd World War, there was a growth in office work. The optimist characteristic of these years was reflected to a new type of office: **"the glass box"** - buildings with glass facade. They had continous and light effect.

The workers still work in open plans, while the supervisors (managers) occupied glazed rooms along the perimeter of the floor. (Meel 2000, p.29)
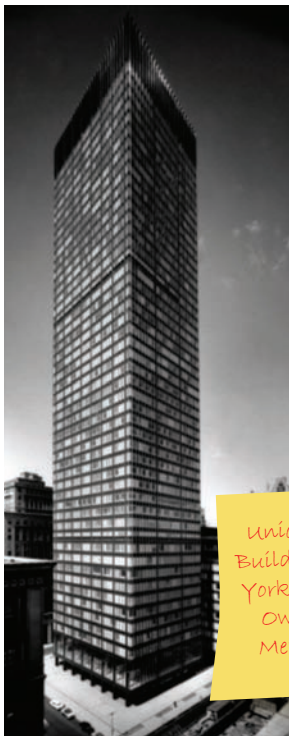
Union Carbide Building in New York, Skidmore Owings and Merrill, 1960

Figure 3
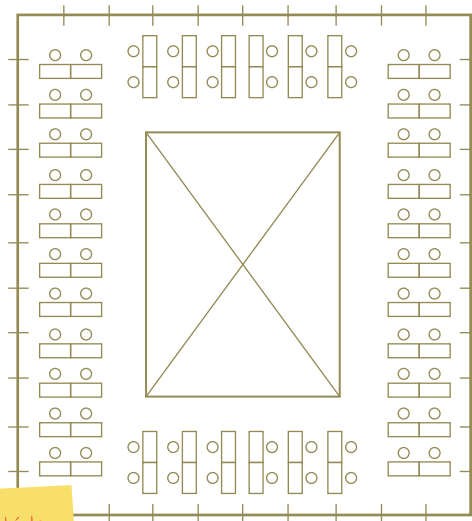
Drawing 2: "glass-box" floor plan from Union Carbide Building: with a core in the middle desks lined in perimeter

The Pirelli Tower in Milan by Gio Ponti, 1958

Figure 4

1960s: Office Landscapes

According to the consultants, conventional office buildings no longer met the needs of modern office work. First, they stressed the importance of communication and human relations. Exchange of information no longer had to take place in a vertical direction ignoring hierarchical barriers. Secondly, they stressed the need for flexibility. (Meel 2000, p.33) Offices had to be able to accomodate rapid organizational changes. Thirdly, the growing importance of information technology was mentioned. With these ideas, the concept of **"Bürolandschaft" - office landscape** - arised. There were no private offices, no rooms at all, and desks and other equipment seemed to be scattered totally without pattern. (Meel 2000, p.34)

The first office landscape project was an office for Bertelsmann in Gütersloh, Germany. The office landscape with its spacious workplace layouts, wall-to-wall carpets and provided rest areas capture the spirit of the society becoming more open and progressive. (Meel 2000, p.36)

Before: HIERARCHY   Now: TEAMS

Graph 1
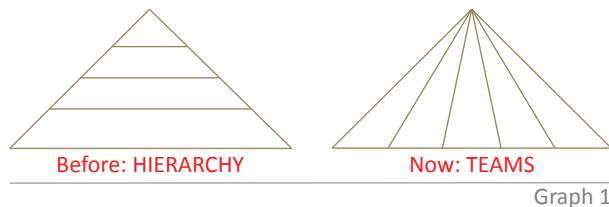
Bertelsmann in Gütersloh, 1960-61

Figure 5
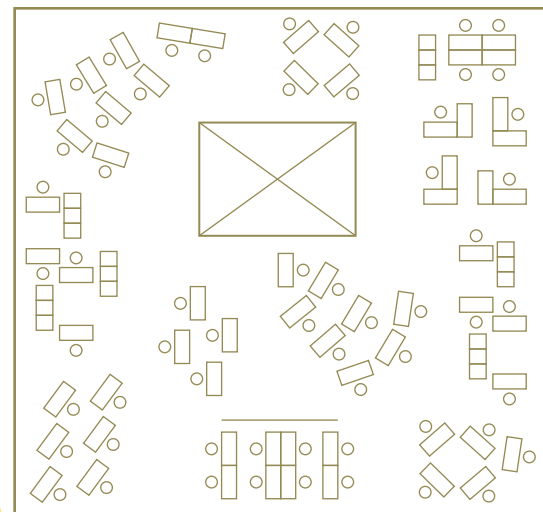
Drawing 3: Bürolandschaft - office landscape - floor plan: no partitions, desks scattered with no pattern
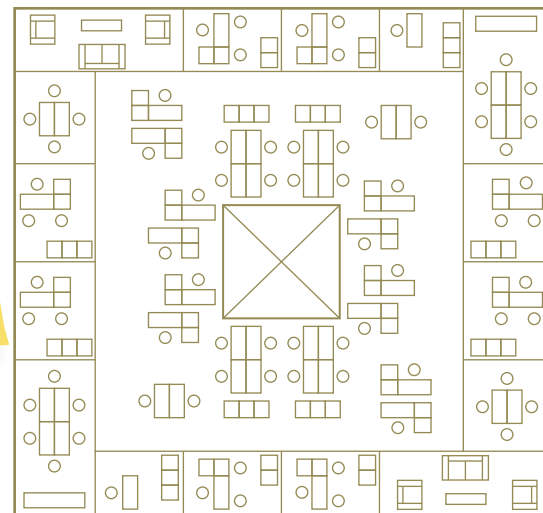
1970s: Experimental Offices

During the 1970s, the popularity of office landscape faded. This was driven by worker complaints. Surveys indicated that they disliked it because of unacceptable noise levels, poor natural lighting, lack of visual contact with outside and lack of natural ventilation. (Meel 2000, p.37) 'Human scale' was a key word to give the feeling a being part of a working environment without being lost in the crowd. (Meel 2000, p.39) A hybrid solution called **'combi-office'** which is the combination of cellular offices and open spaces was created. The cellular offices were located on the sides, and the open space in the middle of the floor and accomodate common facilities. This space was the 'living room' for interaction. (Meel 2000, p.41)

With these open plan offices, the idealistic concept of office landscape was replaced with efficiency and flexibility. The most influential **'Herman Miller's Action Office'** was the world's first open-plan office system of configurable components - the cubicles. (Meel 2000, p.42)

Herman Miller's Action Office 1976

Figure 6

Drawing 4: Experimental office floor plan from Canon HQ: cellular offices on sides, open space in the middle
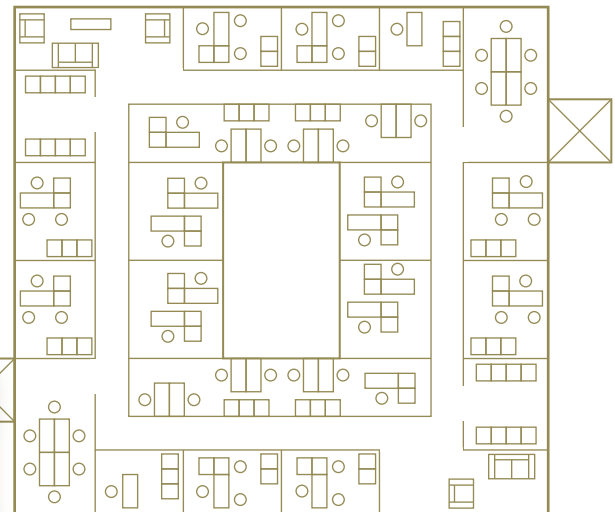
1980s: Electronic Offices

Main issue in office design was the advent of personal computers. By the mid-1980s, PC had become common equipment in offices. The general expectation was that PCs would radically change office design. (Meel 2000, p.43) All over the world, magazines and conferences addressed the issue of information technology and intelligent buildings.

One characteristic building was Richard Rogers' Building for Lloyd' of London, 1986. The striking feature was that the 'stairs&toilets' core was in the perimeter of the floor. The offices were equipped with raised floors and suspended ceilings to accomodate cabling and services. (Meel 2000, p.44)

The other focus was on user comfort towards privacy, individual climate control, daylight, openable windows and an outside view. The striking example Colonia Building in Germany, 1984 was designed like small 'cities', but on human scale. The building were cut into separate 'houses' that were united by 'streets' and 'squares'. The atria was like 'social heart'. (Meel 2000, p.46)

Lloyd's of London by Richard Rogers, 1986

Figure 7

Figure 8

Toffler's Third Wave and Naisbett's Megatrends: "In near future it would no longer be necessary to build offices because PC would enable people to work anywhere they want" (Meel 2000, p.43)

Drawing 5: Electronic office floor plan from Lloyd: stairs outside, large atrium, internal street
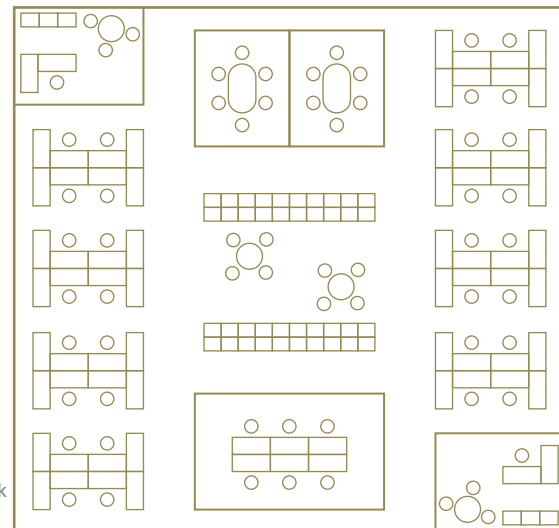
1990s: Virtual Offices

Information technology brought **'virtuality'** to the office. With hardware such as mobile phones and laptops, and software such as Internet browsers and e-mail, office employees actually became **'footloose'** - free of place and time while working in cafes, at home, or at pool. In the office, employees shared workplaces, using intranets and electronic archives to give every workplace the same functionality.

Desk-sharing aspect of **'alternative offices'** has become popular. A good example British Telecom in its 'business park' building is open plan with both personal and non-territorial workplaces. A flexible infrastructure takes voice, data and video connections to each workstation. Break out areas were being more attention in order to create more 'human' or 'user friendly atmosphere'. Cellular layouts no longer matched with **'new ways of working'** with interaction and teamwork, so 'combi-office' concept was combined with desk sharing. The idea was to use different purposed workplaces for different activities: 'quiet booths' for solo activities, 'open spaces' for group work, and 'break out areas' for informal conversation. (Meel 2000, pp.47-48)

Figure 9

The Stockley Park by Foster & Partners, 1996

Drawing 6: Virtual office floor plan from British Telecom in Stockley Park building: open plan with personal and non-territorial

Evolution of Office Space

In this second part of "The Evolution of Workspaces" section, we see the whole evolution of office space from 1900s until now through a detailed chart in a chronological order with some drawings and small basic explanations.

1900

CELLULAR SPACE	OPEN SPACE		
	white-collar factories	glass boxes	office landscapes

| cellular office rooms | workers occupy classroom like rows of desk all facing the same direction towards the supervisor | workers still in open plan while supervisors occupy glazed rooms on the sides | **bürolandschaft** - no private offices, no rooms at all, everything was scattered around without a pattern |

H I E R A R C H Y

1980		2000		NOW	...THEN

OPEN SPACE	ADDITION OF SUPPORTING COMMUNAL SPACES	BREAKING LINK BETWEEN WORKSPACE & INDIVIDUAL	FULL NON-TERRITORIAL ENVIRONMENT
experimental offices	electronic offices	virtual offices	networks of offices

cubicles

break out

meeting

shared deks

touchdown

quiet booths

hot desks

combi office - combination of cellular&open spaces
Herman Miller's Action Office - open system of cubicles

break out space - for informal conversations and relaxation
meeting room - formal group discussions and meetings

supporting communal spaces with **desk sharing** aspect of alternative offices

hot desk - shared desk over time by individual
quiet booth - small individual concentrative use
touchdown - shared short-stay work desk

T E A M S
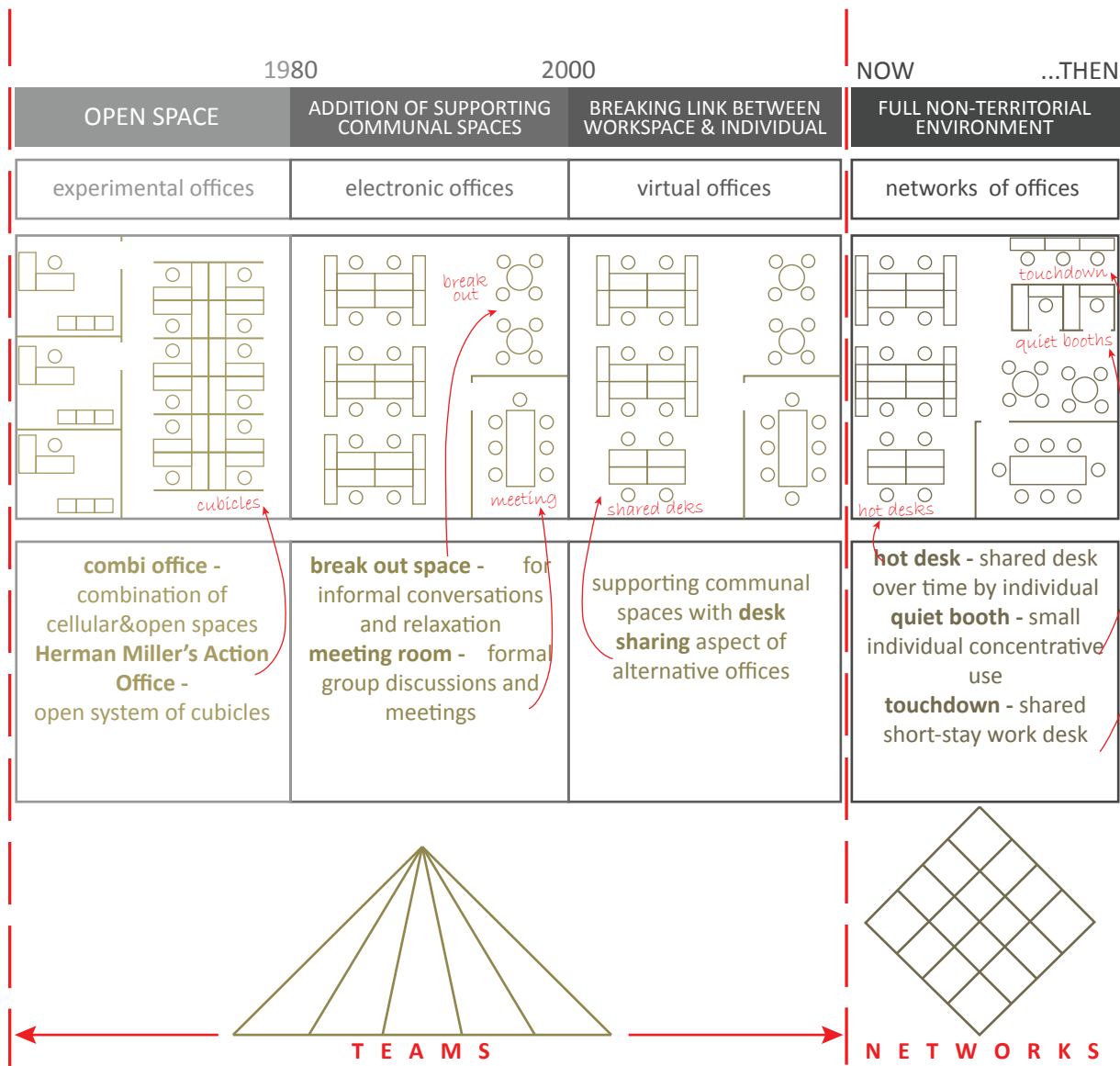
N E T W O R K S

Table 1

NEW WAYS OF WORKING

Now all the information is located somewhere within the IT - information technology - network. This means that people should be able to work flexibly accessing the technology resources anytime within the office or within the wider distributed workplace.

The future will be about constructing and managing people's personal and professional life from a growing range of options. (The Office of Government Commerce, 2008, p.16-22)

People have already started working different patterns over time to assist work-life balance as well as business needs.

There are now many examples of flexible working practices such as **homeworking, teleworking, mobile working, hot desking - hotelling, virtual team working and non-territorial working.**

In this section of the research part of the thesis, we see these new ways of working which are emerging today.

Figure 10
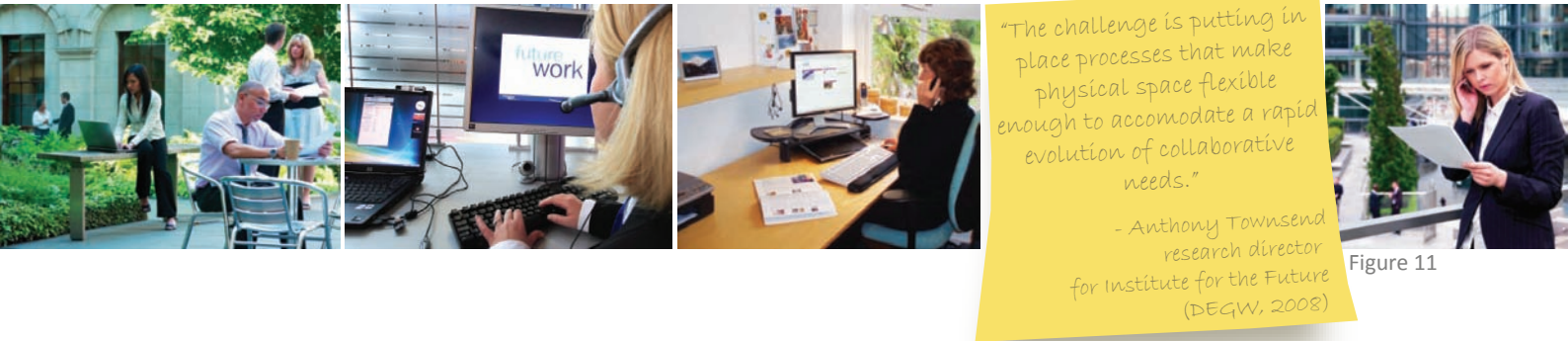
Figure 11

Before going into details, let's see some **general characteristics** of new ways of working:

. highly mobile and nomadic work patterns
. the use of multiple shared group work settings
. diverse task-based spaces
. extended and non-fixed periods of working
. varied patterns of space use
. more shared and temporary ownership of settings within the office combined with remote working
(Laing, 2006)

Figure 12

Homeworking 🏠

People work mainly from home, sometimes may visit the main office.
Home may be the primary work location for some people whose role can be undertaken entirely from home using technology. But for most knowledge workers, home is a secondary work location which is used for individual concentrated working. People can carry out routine tasks without the need of involvement of other people to complete. (The Office of Government Commerce, 2008, p.33)

This way of working requires the establishment of a suitable and equipped workspace. It has to let the people have full regular contact with colleagues and clients.

Homeworking provides people significant work-life benefits. It avoids commuting, lets people control the use of their time, and provides flexibility in dealing with family or other responsibilities. (The Office of Government Commerce, 2008, p.33)

Homeworking might also cause isolation and stress among people. They begin to feel the loss of sense of belonging. They still need to come together to exchange ideas, information and stimulate each other. So, home may be inadequate. (Raymond and Cunliffe 2000, p.22)
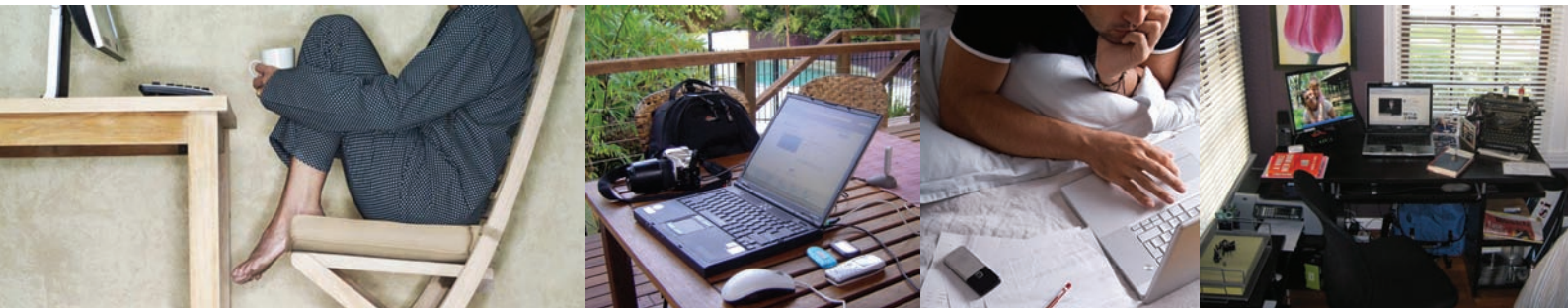
Figure 13

Teleworking

People work in office style but from a remote location.

It can be their home or a local center. Most work is conducted by telephone. Jobs and assignments are performed from a distance mostly over a network. (The Office of Government Commerce, 2008, p.62)

Figure 14

Teleworking makes people have the full control over the use of their time, so this might increase the pressure or result in working longer days with the time saved on travelling back and forth to the office for additional work activities. (The Office of Government Commerce, 2008, p.37)

Teleworking might also cause concerns and problems about information security and performance management. (The Office of Government Commerce, 2008, p.37)

Figure 15

Hot desking - Hotelling

People share workstations over time by a number of individuals within the main office space.
Workstations can be bookable. They are often located in team or special zones in the office building. (The Office of Government Commerce, 2008, p.61) Hot desking and hotelling are slightly different from each other. Hotelling has a more formalized booking than hot desking.

This way of working was radical in 2004, but now even managers don't get an office of their own. It is an increasing expectation. (The Office of Government Commerce, 2008, p.12)

Hot desking works successfully where people work with different teams of people or where people are not primarily office based. (The Office of Government Commerce, 2008, p.62) It also encourages flexibility within the office.

Hot desking discourages personalization and territoriality. Territoriality moves from the individual to the team space. (Raymond and Cunliffe 2000, p.14)

Figure 16

Virtual team working

People work together virtually as teams across different geographic locations using technology to communicate and share work.

The developments in teleconferencing, videoconferencing, and virtual private networks are making such virtual working possible. (The Office of Government Commerce, 2008, p.62)

Technology allows us to go further in terms of sharing files across locations and they can be edited by others in real time. Computer-based stimulated environments, also called virtual worlds, are used to interact and work with avatars*. (The Office of Government Commerce, 2008, p.24)

Virtual working is effective to avoid unnecessary time and cost for travel. People can work together no matter how far they are to each other. (The Office of Government Commerce, 2008, p.24)

Virtual working also lacks humanity. (Raymond and Cunliffe 2000, p.17) People sometimes still need to sniff the same air and drink the same coffee to exchange ideas and stimulate each other. (Raymond and Cunliffe 2000, p.22)

workers occupying a virtual meeting room with their avatars

* representations of themselves within a virtual space

Figure 17

Mobile working

People spend most of their time travelling and working from different locations, and don't have a permanent main office.

People can communicate and work by using mobile phones with 3G and GPRS, wireless internet enabled laptops, personal digital assistants (PDAs) and such hendheld devices that combine computing, telephone/fax, and networking features. (The Office of Government Commerce, 2008, p.62)

These mobile technologies have become the storehouses of our digital lives. They contain a growing share of our professional and also personal resources and data.

E-mail Data transfer Network Bluetooth Laptop
PDAs Wi Fi
Fax Mobile phone Headset Microphone
GPRS
3G Video camera Info share

Figure 18

subway

coffee shop

street

cafe
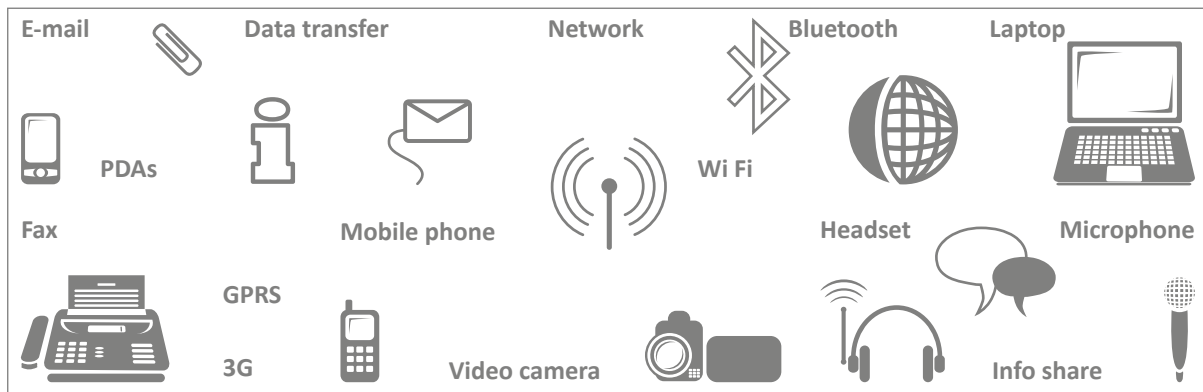
Figure 19

Mobile working

"Access to information, services and each other is available everywhere via internet and cheap portable technology. As we reinvent our organizations, cultures and cities in response to the potential this presents. We must simultaneously redefine the purpose of place."

(DEGW, 2009)

Figure 20

Mobile working liberates people from their desk, from space. Flexibility and control over the use of time enhance work-life balance. It is increases efficiency by working real time.

Mobile working may also discourage personalization and territoriality. Eveything moves from individual to team space. (Raymond and Cunliffe 2000, p.14) Working flexibly from different locations arises some concerns about data security. Some new enhanced security features are being designed to support mobile working. (The Office of Government Commerce, 2008, p.27)
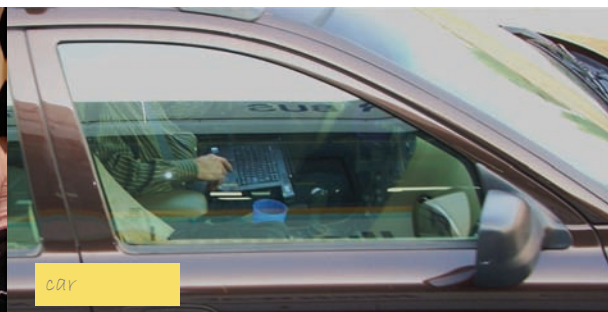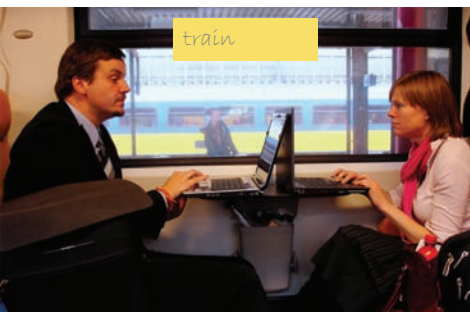
train

car

cafe

Figure 21

Non-territorial working

People work within the office using a range of shared and communal spaces.
They share workstations in a team environment instead of having one desk per person.

Among all the changes in new ways of working, the greatest development would be the unlinking of work and place. The walls broke down! The workspace evolved from a cellular space to an almost complete freedom from space in a non-territorial environment. (The Office of Government Commerce, 2008, pp.12-13)

Here are some examples from the range of spaces in this non-territorial workplace environment:
break-out spaces - provide informal meeting areas
pod areas - house high speed printers, confidential print facilities, photocopiers, fax machines, post and station-ary points
quiet rooms - enable one-to-one discussions, private meetings and calls
lockers/boxes - store everyday personal items
meeting rooms - spacious, well-equipped areas for meetings, team working
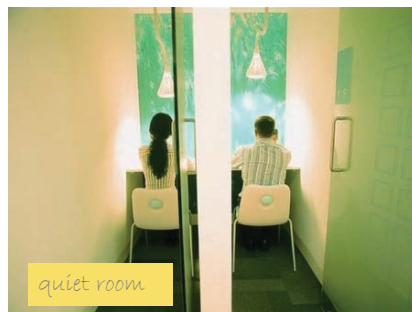(The Office of Government Commerce, 2008, p.18)

break-out space

quiet room

meeting room

Figure 22

Non-territorial working

An example of non-territorial working - DVLA (Driver Vehicle Licensing Agency) :

This agency is one of the companies implemented non-territorial working(NTW) since April 2005. They allocate desks to a ratio of 8 for every 10 members of staff. The number of workstations are reduced. Fewer desks occupy less space. They do more with less.

They also modernize their IT system. The network storage changes completely from personal to shared storage. The new technology also allows each person to log into a headset and to receive or maake calls from any desk. Tracking systems are being used on workers inside the building. They are based on the position of mobile communication devices using technologies such as RFID (Radio-Frequency Identification)[1], UWB (Ultra-Wideband)[2], etc.

New facilities also have been brought. They have bright, new break-out areas and tidier, less-cluttered office areas. (The Office of Government Commerce, 2008, pp.18)

Non-territorial working increases organizational flexiblity to foster collaboration, improves communication between individuals, and teams as well as efficiency and effectiveness. Internal mobility in the workplace allows individuals to select appropriate work locations for the work they are doing, so leads increased used of lots of location. (The Office of Government Commerce, 2008, p.19)
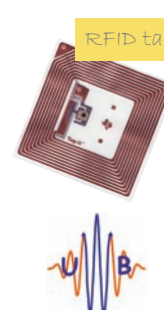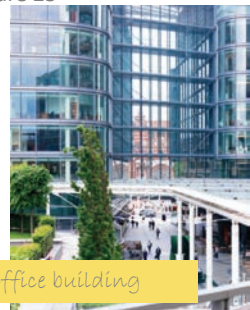
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Figure 23

lockers

pod area

open workspace

RFID tag

office building

[1] RFID is is a technology that uses communication via radio waves to exchange data between a reader and an electronic tag attached to an object, for the purpose of identification and tracking. (Wikipedia, 2011)

[2] UWB is a radio technology that can be used for short-range high-bandwidth communications. (Wikipedia, 2011)

Analysis on new ways of working

Home working

Hot desking-Hotelling
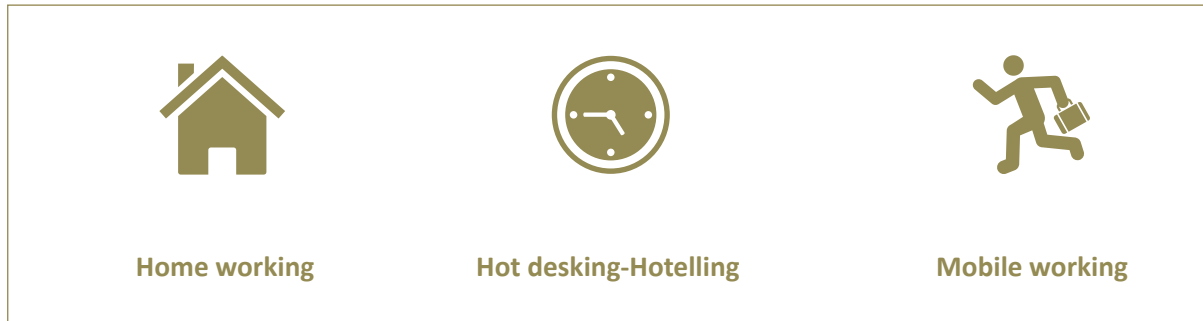
Mobile working

Now we will a SWOT[3] analysis on the general characteristics of all these new flexible working patterns we mentioned on the previous pages.

Non-territorial working

Tele working

Virtual working

Figure 24

[3] SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a theme, project or business. (Wikipedia, 2010)

Strengths

free people from their desk
provide significant work-life benefits
avoid commute
provide flexibility in dealing with family or other responsibilities
working in real time
ability to match the work environment to the tasks equired

Weaknesses

maintenance of community culture knowledge, performance management of teams, and individuals
corporate training
task supervision
discourage personalization with mobility
lack humanity with virtualization
inadequatement at home space in terms of exchanging ideas, being stimulated by others

Opportunities

liberates people from space
reduced occupancy, travel costs
increase organizational efficiency, effectiveness with reduced workstations
control over the use of their time enhanced work-life balance
shared spaces contributes to environmental sustainability
aid social, economic sustainability by improving quality of life for individuals

Threats

confidentiality
loss of sense of belonging
health and safety concerns of the workforce
isolation and stress among people
increase pressure to perform or result in people working in longer days with the time saved on commuting being used for additional work activities
concerns around data security

Table 2

The effect of evolving technology and connectivity is that people can work anywhere at any time, including the office, the home, and a range diverse worksettings. Within and even beyond the office, there is an enormous change of emphasis and function as **individual concentrated work is being technologically-enabled and freeing-up**.

The role of the workplace increasingly changes. It now houses **collaborative activities such as team working on projects, training and skills development and knowledge exchange**. It also becomes **a place for fostering organizational solidarity, signifying and expressing the values and beliefs of the organization**. The design of the workplace of future requires this acknowledgement so diverse new worksettings are being created. As a consequence, there is the development towards the creation of workplaces which are more richly layered with physical and electronic information, telling stories or conveying messages about the work and the organization.

Informal meeting/work areas and touchdown worksettings occupy more space as **the emphasis within the office shifts towards collaborative activities to support mobile workers**. Before all these changes, the basis of traditional workplace has been that most work activities take place at one owned desk. (The Office of Government Commerce, 2008, p.25)

Figure 25

Now, work environments are created aiming to relate work activities - such as research, writing, telephoning, video and tele conferencing, project team or concentrative individual modes of working - to differently designed worksettings. (The Office of Government Commerce, 2008, p.25)

In this section of the research part of the thesis, you will see the worksettings in two categories:

within the office - dedicated office, dedicated desk, hot office, hot desk, team table, quiet booth/room, quiet space/area, touchdown desk/bench, project space, small meeting room, large meeting room, break-out area, cafe/kitchen/restaurant area, hub/resource/storage area, business lounge

beyond the office - home, train, car, cafe/restaurant, hotel room, hotel lobby, airport lounge, service center, business club, library, customer/client premise
(The Office of Government Commerce, 2008, p.26)

The technologies generally used within these worksettings are to be indicated as below:

Personal Computer

Laptop

Telephone

Mobile Phone

Wireless Connectivity

AV **Audio-Visual Technology**

Technical Equipment like copier, printer, scanner, etc.

Within the Office

dedicated office -

It is an enclosed room with desk and often small meeting table for exclusive use by one individual. The space is owned and personalized accordingly.

hot office -

It is an enclosed room with desk for shared use. It is often bookable.
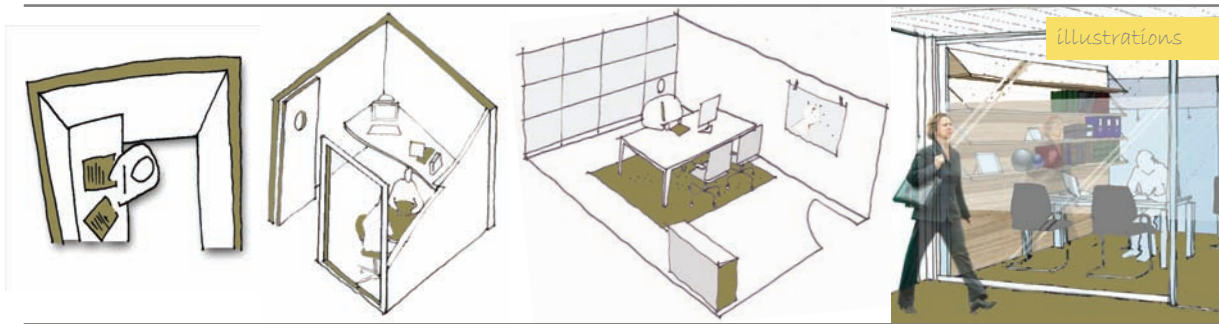(The Office of Government Commerce, 2008, p.26)

illustrations

Figure 26

photos

Figure 27

dedicated desk -

It is a desk space in open plan workspace for exclusive use of an individual. The individual owns this desk and has the permission to personalize it.

hot desk -

It is a desk space with shared use in open plan workspace. It is often bookable. A group of people share this desk, and use it in different time periods according to schedule or instant booking.
(The Office of Government Commerce, 2008, p.26)

illustrations

Figure 28

photos
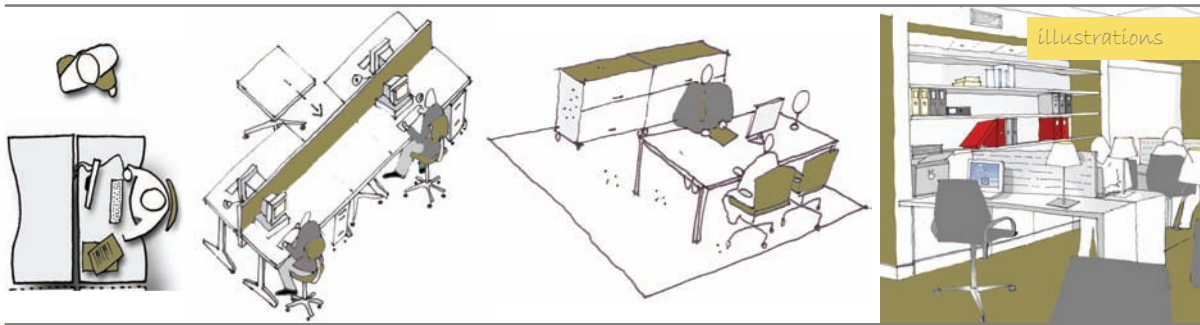
Figure 29

team table -

It is a large work table either shared by a number of individuals or used by a specific team. A group of people come together to perform project or team work around a table put in a more quiet, maybe a semi-closed area. (The Office of Government Commerce, 2008, p.26)

illustrations

photos
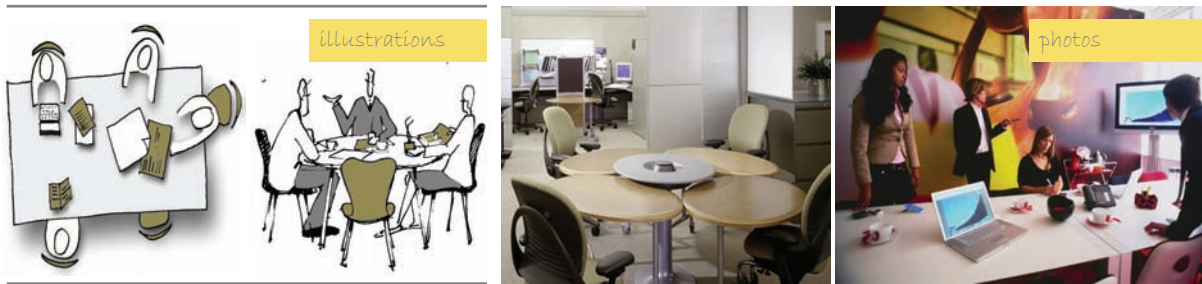
Figure 30

quiet space/area -

It is a shared area used to support quiet working. It is placed in a quiet corner away from other people and noise. (The Office of Government Commerce, 2008, p.26)

illustrations

photos
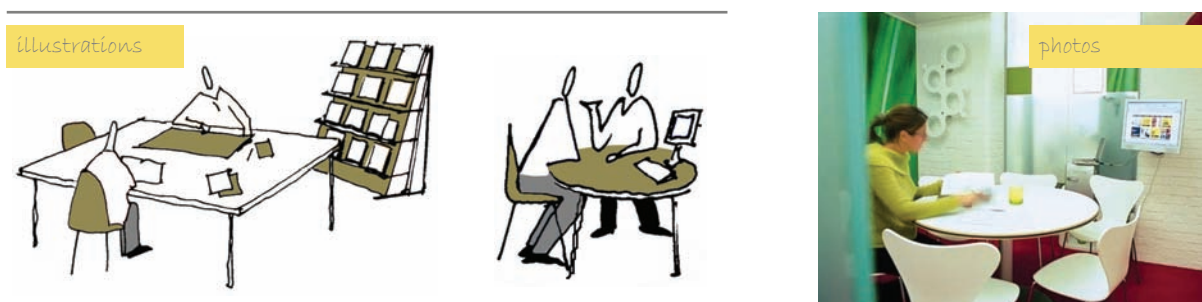
Figure 31

quiet booth/room -

It is a shared use enclosed room for concentrative working, private calls or meetings. It is bookable.
Open-plan workers sometimes need this worksetting to be isolated from the crowd. It is a small space usually like a phone booth with desk and chair. (The Office of Government Commerce, 2008, p.26)

illustrations

Figure 32

photos
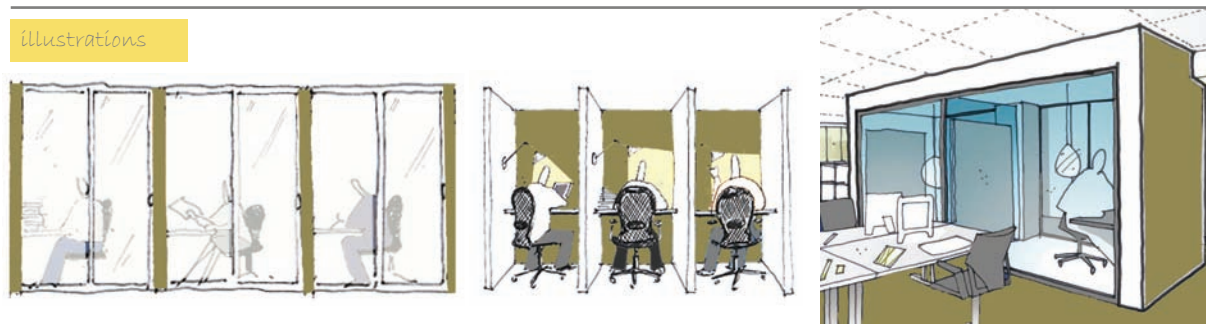
Figure 33

touchdown desk/bench -

It is a shared short-stay desk in open plan. It is not bookable. (The Office of Government Commerce, 2008, p.26) It is often for people who don't have their own dedicated desk or office, and needed a place for a short period of time, just for checking their e-mails, etc. It is also a worksetting to be used while waiting in-between meetings. One-long desk like a bench is needed. It works on first come first served basis.

illustrations

Figure 34

photos
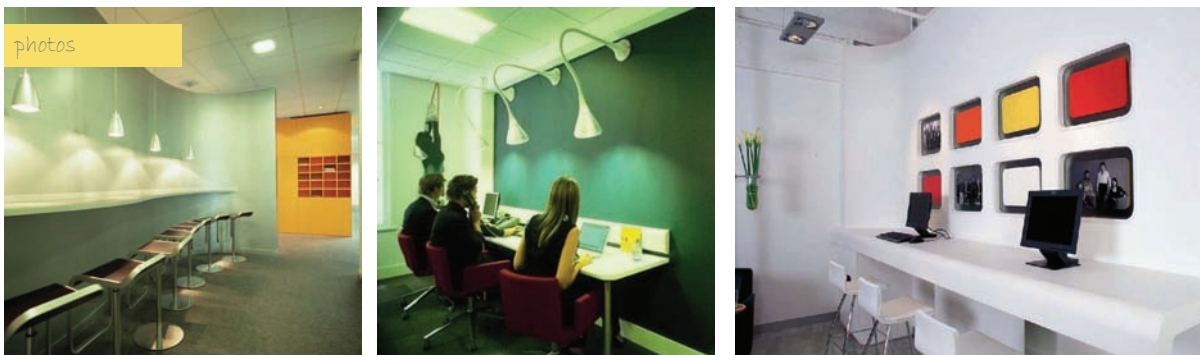
Figure 35

project space - 💻 ☎ 📱 **AV**

It is an area of workspace to support project work, often with table and white board. (The Office of Government Commerce, 2008, p.26) A team works on a project need to come together to discuss, exchange ideas in a quiet space away from crowd, also not to disturb the others. It is usually a closed or a semi-closed space.
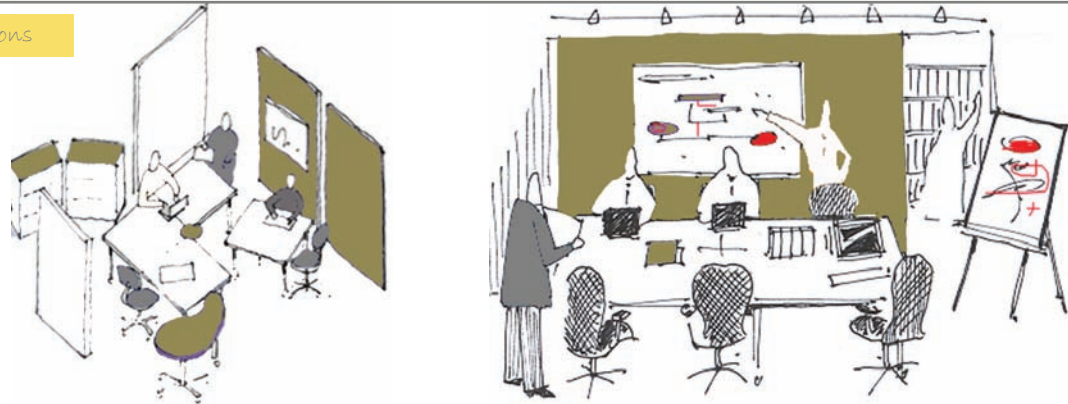

illustrations

Figure 36

photos

Figure 37

small meeting room - 💻 ☎ AV

It is an enclosed room up to 4-6 people to be used for formal meetings within the office or with the clients. It is often bookable. (The Office of Government Commerce, 2008, p.26) An indication signal at the door also can be used to understand whether the room is available or not. It usually has a small table with chairs around, may also have a projector and a screen or a TV.
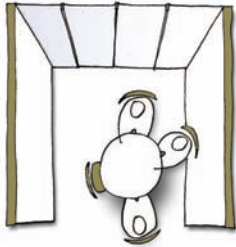
illustrations

Figure 38

photos

Figure 39

large meeting room - AV

It is an enclosed room between 8-20 people to be used for formal meetings within the office or with the clients. It is often bookable . (The Office of Government Commerce, 2008, p.26) If the room is occupied, it usually has a sign to indicate. It usually has a big configurable table with plugs and cables arranged for laptops, a projector and a screen.
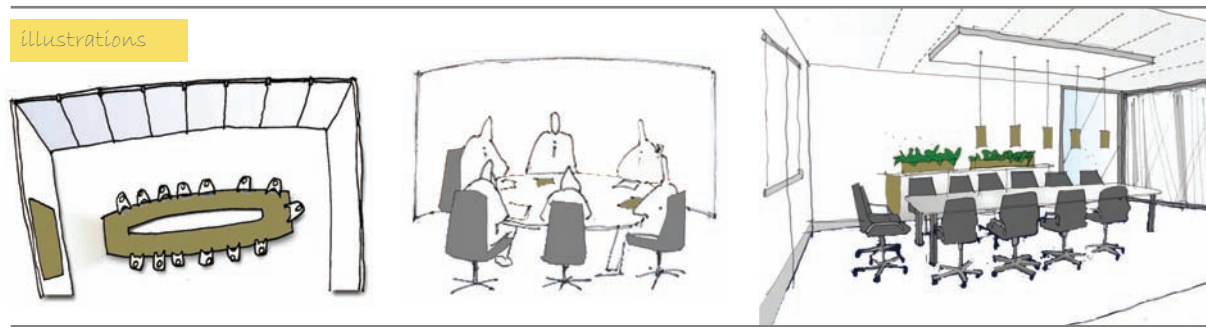
illustrations

Figure 40

photos

Figure 41

break-out area -

It is a cafe or lounge style area within the office for informal meetings, discussions and small breaks. (The Office of Government Commerce, 2008, p.26) It is an informal designed worksetting for people to get relaxed, have small breaks and chats with colleagues, drink a cup of tea/coffee, etc. while having a comfortable seating. It can also offer a space for some informal discussions and meetings with a cafe-style seating.
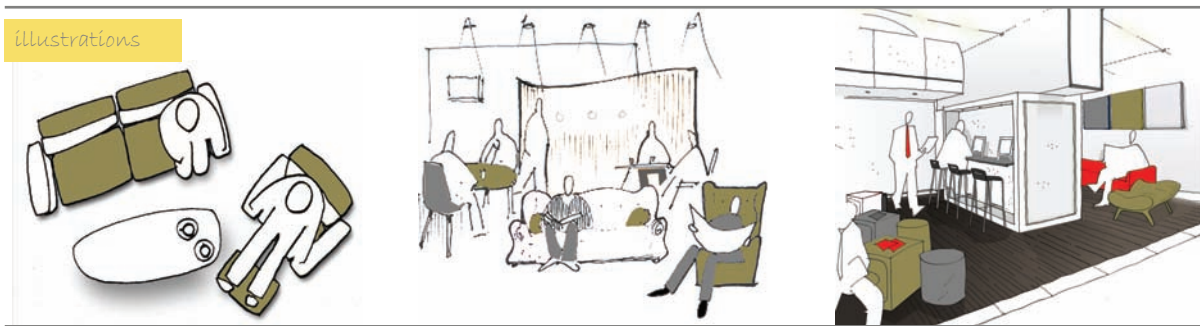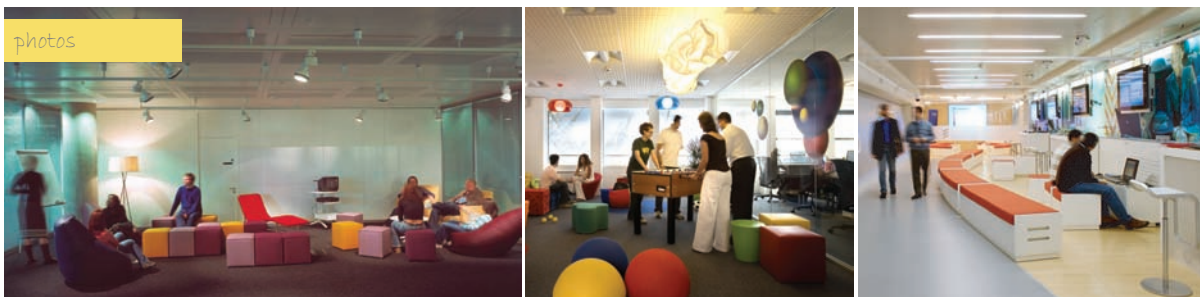
illustrations

Figure 42

photos

Figure 43

cafe/kitchen/restaurant area - 💻 📱 ((•)) **AV**

It is a space for meal provision, also used for informal meetings or presentations. (The Office of Government Commerce, 2008, p.26) According to the space people have, this setting can be just a cafe-style arrangement with vending and food dispensers; a coffee-shop; a restaurant with plenty of meal options and waitressing; a canteen-style with trays, waiting lines, and a fixed meal; a cafe with snach facilities; or a kitchenistyle where people can cook their own meal or bring from home to be heated with microwaves, etc.
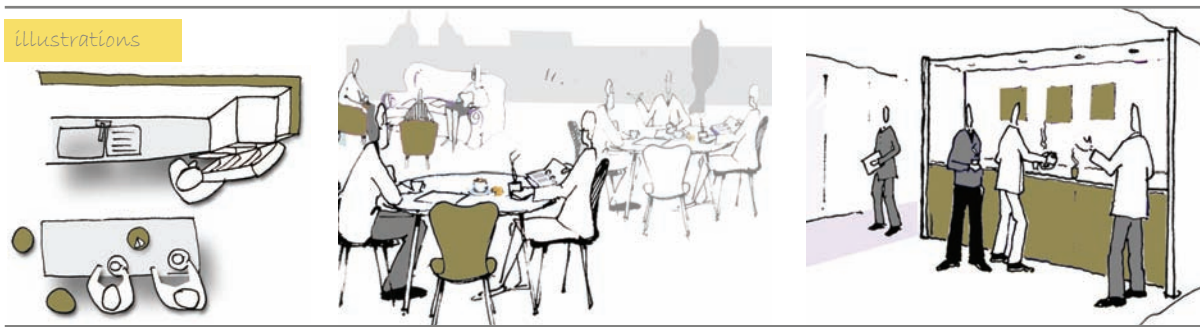

illustrations

Figure 44

photos

Figure 45

hub/resource/storage area -

It is a shared semi-closed space for printing, copying, storage, lockers, etc. (The Office of Government Commerce, 2008, p.26) It may be a space with printer, copier, scanner and equipment; a space with lockers for every individual to put their personal items and belongings; a space like a cloakroom for coats,jackets,bags,etc. or a space like a storage and/or archive for all the files, documents of the workplace, equipment.
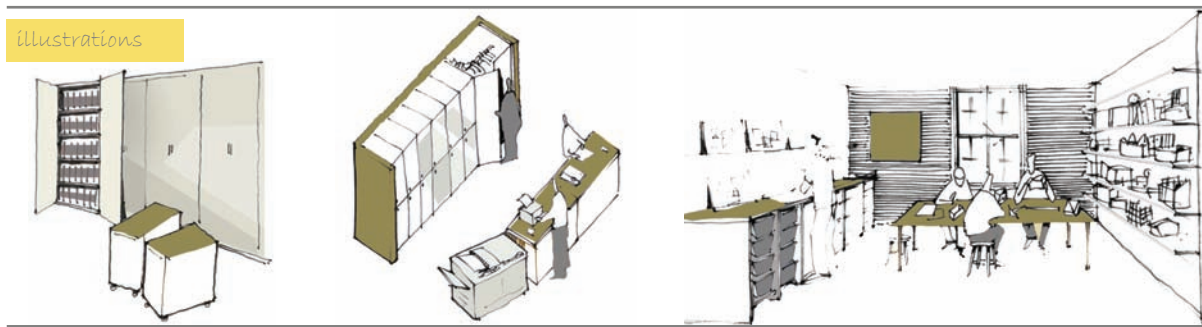
illustrations
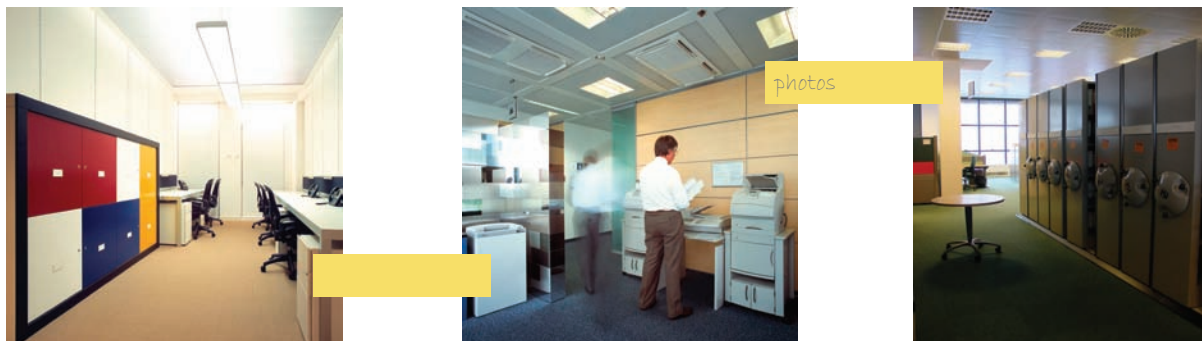

Figure 46

photos

Figure 47

business lounge -

It is a lounge style shared workspace to be used by visitors. (The Office of Government Commerce, 2008, p.26)
It is a space where visitors/clients/customers work, be seated, have a cup of tea/coffee while waiting for an appointment of for a meeting.
The space may be also like a reception and welcome area for all the guests. There may be a person like a receptionist to welcome the guests and provide their needs.
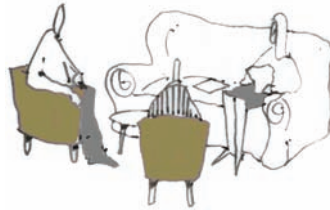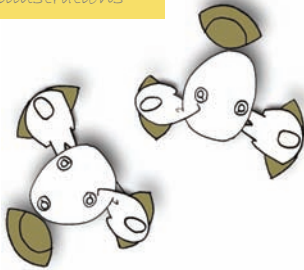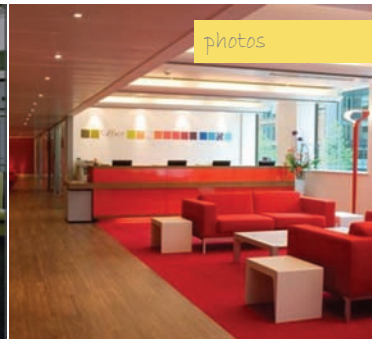
illustrations

Figure 48

photos

Figure 49

Beyond the Office

home -
It is a dedicated space for working, typically with remote IT connectivity.

Figure 50

train -
It is a temporary public workspace for individuals/groups while travelling.

Figure 51

car -
It is a temporary location for working for individuals/groups.

(The Office of Government Commerce, 2008, p.26)

Figure 52

cafe/restaurant -

It is a temporary public workspace for individuals/groups combied with eating/drinking.

Figure 53

hotel room -
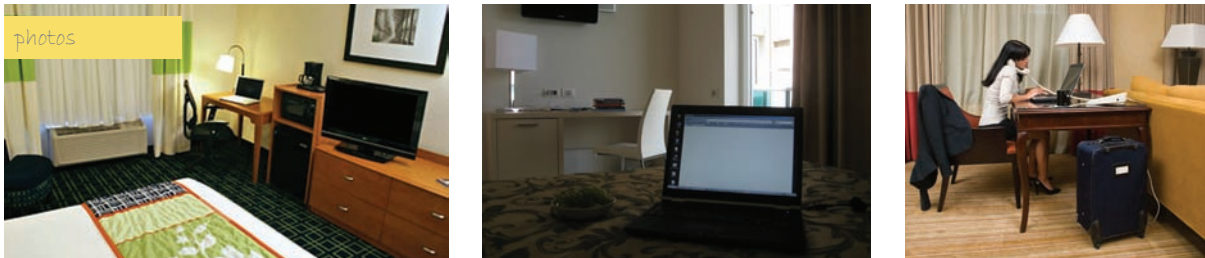
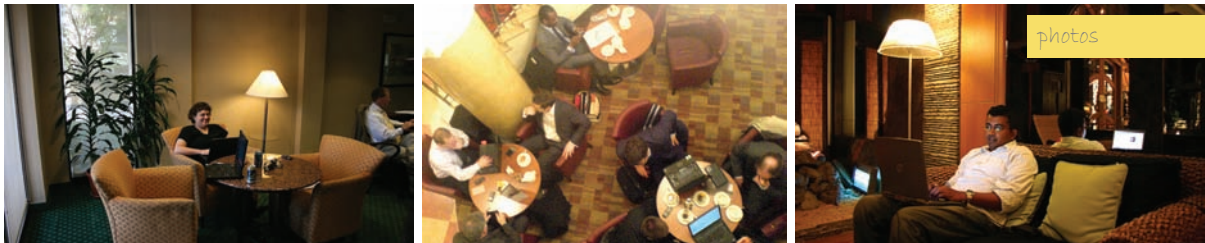It is a temporary location for working for individuals.

Figure 54

hotel lobby -

It is a temporary public meeting or workspace.

(The Office of Government Commerce, 2008, p.26)

Figure 55

airport lounge -

It is a temporary semi-public work and meeting space.

Figure 56

library -

It is a temporary quiet workspace.

Figure 57

business club - AV

It is a temporary workspace, bookable by membership, an alternative/supplement to office.

service center - AV

It is a semi-public shared office facilities, often in local locations as alternative to commuting.

client/customer premises - AV

It is a temporary workspace option when working with clients/customers.

WORKPLACE TRENDS

The evolution of workspaces through time, the new ways of working and the invention of new worksettings which have been mentioned in previous sections, have **a huge impact on design, arrangement and management of the workplaces.** The emerging workplace trends can be divided in four categories:

"Mega Urban Workplaces" are the companies' big headquarter office buildings located at premier addresses in city centers, central business districts or business parks conveniently accessed to airports and public transportation. The design enables to adopt all new flexible work practices like hot desking - hotelling, non-territorial working, mobile working and homeworking which are all integrated and supported. They provide all ranges of worksettings for the workers to choose and technology to increase mobility. The design scheme and the suite of settings may vary according to the company's values, identity and the local culture, they all have the same flexible, mobile, multi-functional, mega urban-centeral vision.

"Mega Rural Workplaces" are the companies' big headquarter buildings again, but located in small towns, near lakes/rivers; outside the city, nowhere near an urban area. The design is also adopted to all these new flexible ways of working., and provides all variety of worksettings.

Figure 58

The idea is to give the workers a peaceful, natural outside setting away from all the stress and mess the urban life brings to people who may feel free, relaxed and be more productive.

"Sustainable Workplaces" are companies' offices which are all made out of recycled, recyclable and sustainable materials by providing considerable savings. They also usually have low energy consumption level. These workplaces reinforces the message of promoting responsible, sustainable ways of living.

"Mobile-Modular Workplaces" are companies' offices offering a cost-effective, practical and efficient way of distributed flexible working. These portable, mobile and modular workplaces are the consequence of the modern corporate need for flexibility and innovation.

"Virtual-Service Workplaces" are office solutions for companies provided by others. These solutions include offering a range of products and services such as flexible office suites and virtual office products that allows companies to work however, wherever and whenever they want and need to. This trend supports workplace outsourcing as well as home and mobile working.

Figure 59

Mega Urban Workplaces

Vodafone is one of the biggest mobile operator companies around the world. The operator's HQ building relocated with its 500 global marketing staff to new site in Paddington, London by January 2009.

In Vodafone HQ, all visitors sign at the reception. Staff access the building and working floors by using ID cards to open speed gates and security doors. (DEGW, 2009)

Figure 60

This HQ (head quarter) building is a really good example of what a **mega urban workspace** looks like, how the building adapted to new workstyles and how the new worksettings are arranged.

To understand more about this trend, more detailed analysis is needed:

reception

meeting room&boardroom

break-out space

refreshment point

visitor workspace

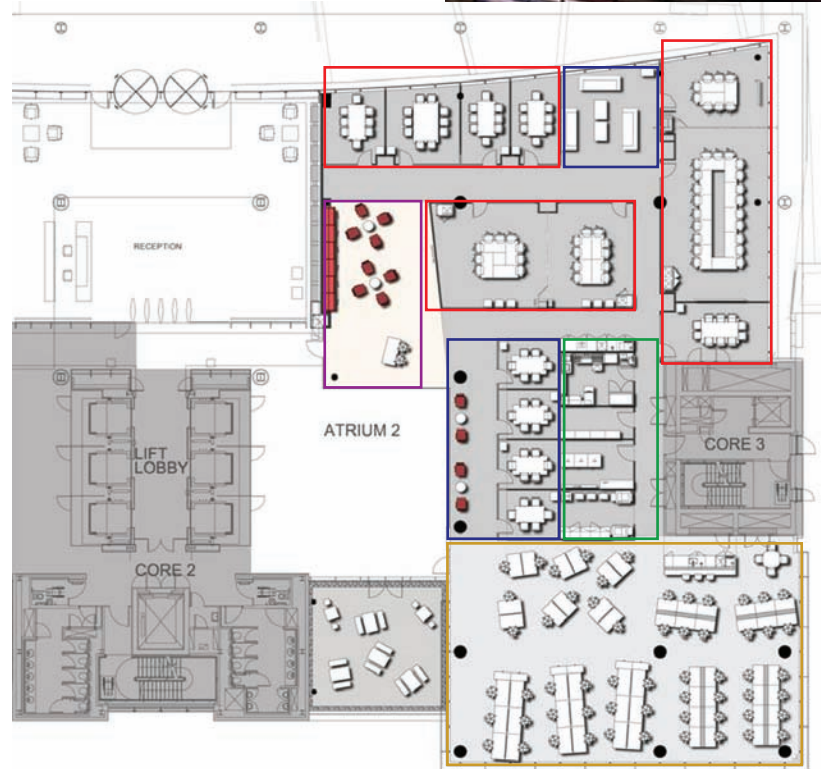Figure 61   **Ground Floor Plan**

Reception offers visitors can tea and coffee from refreshment point to enjoy while waiting. Luggage can be stored securely, also taxi can be booked.

Meeting rooms and boardrooms are bookable that can be used for external and internal meetings. All rooms have audio conferencing and most have video conferencing, project screens or both.

Break-out spaces are located adjacent to meeting rooms and provide an area where people can take a call or relax between meetings or during breaks.

Refreshment points provide free-vending option for drinks as well as hot and cold water, are used by staff and visitors and are strategically located between meeting room and workspace.

Visitor workspace provides touchdown desks connected to the internet to work in-between meetings.
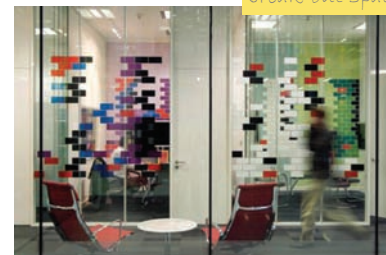(DEGW, 2009)

reception

meeting room

break-out space

visitor workspace

refreshment point

Figure 62

entrance

library

primary circulation pathS

informal meeting space

coat&storage point

refreshment point

multi-function room

flexible workspace

cafe&games area

Figure 63

Upper Floor Plans

54

Entrance has a view across an open space landscape allowing the viewer to take in a range of settings, so helps connection and visibility and located in every floor.

Library provides a separate place for reading and quiet work without distraction of phones, conversation, food and drink.

Primary circulation paths are clearly marked and form boundaries between team neighborhoods to encourage collaboration and conversation.

Informal meeting spaces are distributed across the floor and located near primary worksettings. Having a space for quick, informal meetings in all neightborhoods supports people in coming together for ad-hoc discussions and brainstorms and saves time in walking the floors looking for empty meeting rooms. The visual connection with the workplace is maintained, however semi-transparent screens have been used to suggest enclosure.

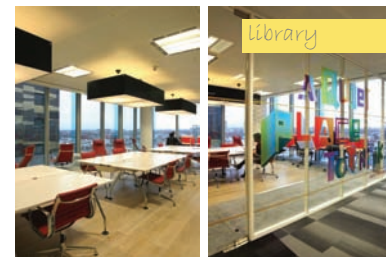**Coats and storage points** have been provided near entrances for personal items/belongings.
(DEGW, 2009)

entrance

library

circulation path

coat/storage point

informal meeting

Figure 64

Refreshment points are on each floor, provide free-vend option for dirnks, a small kitchen place to make your own meal and cafe-style seating for taking a break from the desk. Mugs, glasses and cutlery are provided and points are cleaned throughout the day. Seating in refreshment points also provide further options for team huddles and informal catch-ups.

Multi-function rooms are enclosed offices to be used for individuals or small groups working together in a private space. All rooms are bookable through reservationsystem and are available for all to use. Rooms have audio-video conferencing and facilities for projection as well as power and data delivery to desk and meeting table surfaces.

Flexible workspaces have different team zones which include 2,4,6 or 8 person work surfaces with individual and team sturage and separately lockable drawers. Areas within each team zone are available on a first come/first served basis including the informal meeting tables and high-backed sofas.

Cafe and games area is for use throughout the day, for breakfast and lunch as well as for informal meetings in-between.
(DEGW, 2009)

refreshment point

refreshment point

multi-function

cafe/games area

workspaces

Figure 65

BBC WorldWide manages a diverse range of media businesses around the world. In August 2008, it moved 1500 staff to BBC White City Campus. The move is an opportunity to create dynamic space that reflects the diversity of BBCW and provides an efficient and stimulating environment for staff, partners and visitors.

A workspace that better supports the creative, dynamic and entrepreneurial and commercial nature of work is developed.

The design enables to adopt work practices based around **team tables, encourage collaboration, promote creativity and innovation, provide a variety of worksettings and technology to increase mobility** and finally communicate World Wide's values and identity. (DEGW, 2008)

"This is more than a move, it's a step-change in our culture and identity."

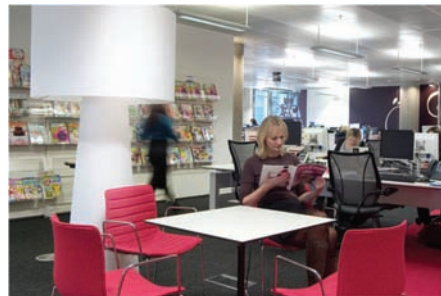*- Sarah Cooper CEO, BBCWorldWide (DEGW, 2008)*

Figure 66

57

Starting in 2004; **Google HQ** buildings in Amsterdam, Dublin, London, Madrid, Milan, Munich and Paris are all redesigned. The main idea is to use university as a metaphor, so Google spaces are created as campus areas.

university	⟶	**Google**
campus	⟶	**HQ building center**
dorm rooms	⟶	**team spaces**
dorm floors	⟶	**team neighborhoods**
classrooms	⟶	**project collaboration spaces**
student union	⟶	**cafeteria, gym, social spaces**
corridors, quad	⟶	**bridges, walkways**

(DEGW, 2009)

Amsterdam - welcome

Madrid - welcome

Amsterdam - team neighborhoods

London - project collaboration spaces

London - team spaces

Munich - team spaces

Milan - team neighborhoods

Figure 67

The suite of settings available to Google staff include **arrival/welcome zones, conference siites, huddle rooms, cafeteria, cafe socials, lounge areas, technology stops, training stops, training space, terraces, atrium lounge.**

The design scheme is fun and homely. **"Street" corners** with white board walls and **"mental piece" pinboards** places are created. Pets are welcome and **mixing work and play "on-campus"** is evident with PlayStations, Pool, Table Football and Physio ball are present. (DEGW, 2009)

Madrid - project collaboration spaces

London - project coll. spaces

Munich - amenities

Amsterdam - project collaboration spaces

Amsterdam - amenities
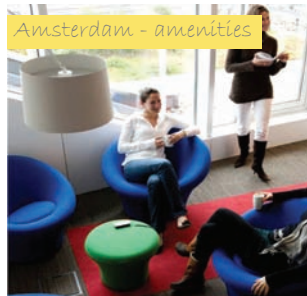
Milan - walkways

Figure 68

"Web-based global workplace design guidelines" are also developed for Google to ensure that each new office has that **"Googley" feel**, while reflecting the local culture and the personality of the team. (DEGW, 2009)
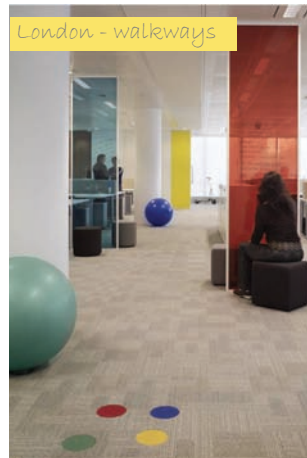

Milan - amenities
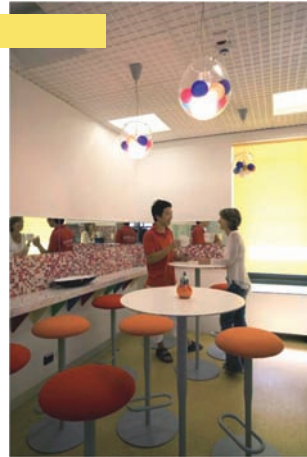
Amsterdam - walkways

Madrid - walkways

London - walkways

Munich - walkways

Figure 69

Yahoo HQ in Switzerland offers a unique work atmosphere where its staff and visitors can find themselves in a Yahoo! world combined with technology, fun, and nature.

Every team, project and break-out space has a different ambiance: "a wooden hut", "a farm with animals near the mountain", "a seashore with pebbles,seating from rocks with the view of sailing boats", "inside a forest sitting on woods" ... (DEGW, 2008)

Figure 70

Mega Rural Workplaces

H-FARM

H-Farm is an international organization which invests and provides support to start-ups, from capital resources to a full range of services and logistics to enable rapid growth.

H-Farm main headquarters in Italy is settled in a beautiful countryside bounded by a river. (H-Farm, n.d.)

As this organization is passionate, dynamic and loves to explore, its workplace is also a product of an innovative design thinking.
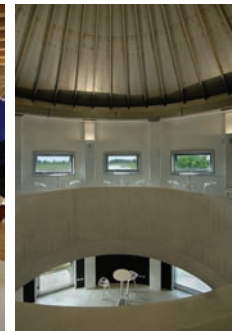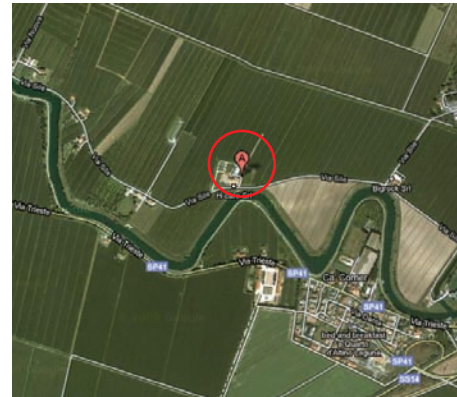

Figure 71

Cardinal Health is a global healthcare company. In Cardinal HQ Rolle-Switzerland, **a fine balance between the scientific and the human world**, both clinical and organic, a man-made aesthetic and a safer textural experience, is created.

The design is the contrast created by its location. It is located in a picturesque town in the shore of a Lake. **The building was cut into the side into the side of a hill next to a farmhouse.** It is also a minimum energy building. High quality of the company was expressed through all materials used as if they are state of art and easy to use.
(DEGW, 2008)
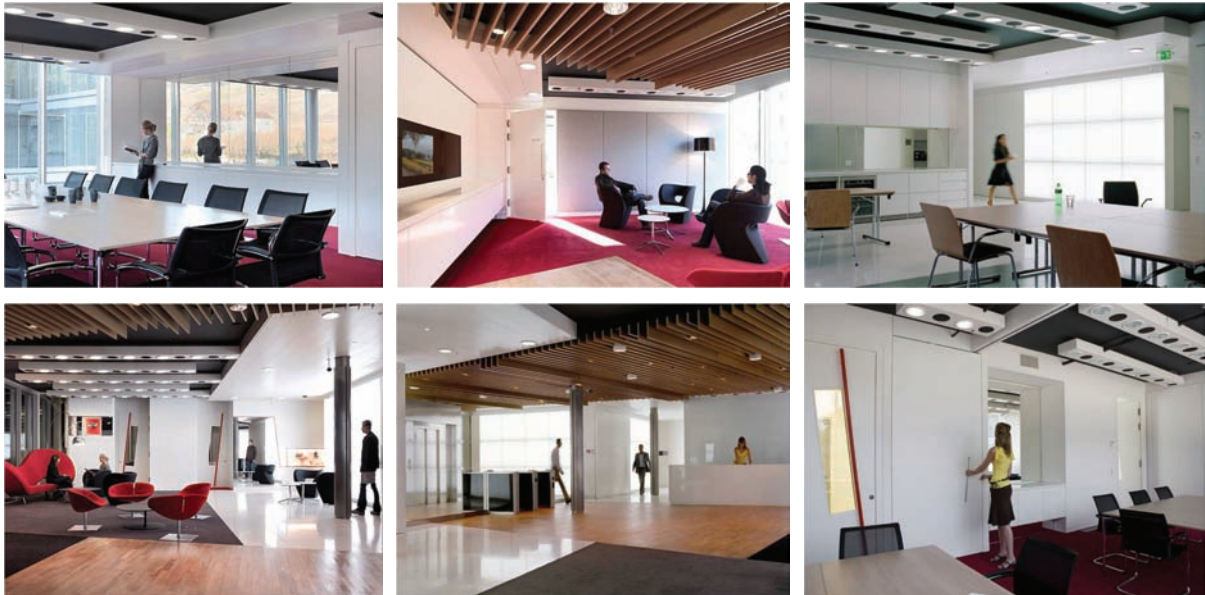
Figure 72

Sustainable Workplaces

Pallotta Teamworks, a US charity event company, has an inspiring HQ in a raw warehouse made with low budget in Los Angeles, USA.

Shipping containers act as both private offices and the corner anchors for the tent structures which used to enclose work areas. The resulting project generates considerable savings and reinforces the message of promoting **responsible, sustainable ways of living.** (Clive Wilkinson Architects, 2002)

Figure 73

Brandbase, an advertising agency, has built a temporary office interior which is entirely out of **recycled materials - wood pallets used for shipping -** in Amsterdam, July 2010.

The stairs even are made out of pallets. The design concept consists of three layers:

First, the existing space has used as a starting position and painted completely white to provide homogeneous base for the pallet structure. The pallet itself create a second structure - layer. Finally, the third layer contains additions to the pallet structure like light fixtures, staircase banisters and the furniture.
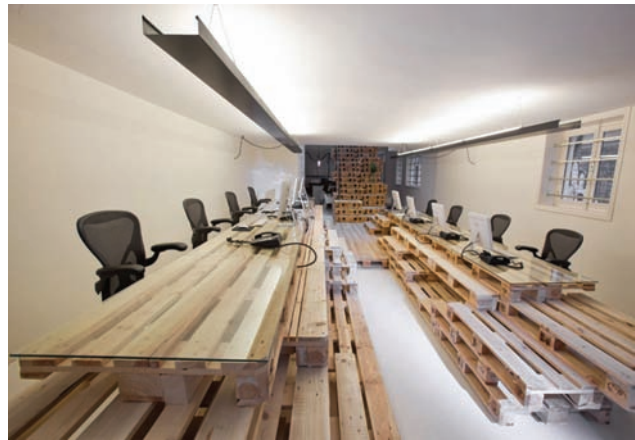While coming in, **the pallet structure welcomes its visitors.** (Alter, 2010)

Figure 74

TBWA/Chiat/Day, an advertising agency, has an headquarters office in Los Angeles which rejects formalities of traditional office layouts and offers a rich urban character and a playpen environment.

It has a "main street", a "central park", a basketball court, billboards, work negihborhoods and a range of diverse structures accomodating meeting spaces, with tents for project rooms. The exterior is a warehouse, inside a gatehouse structure, a forecourt, and tube bridges to connect.
The space **encourages encounters and collaboration** without individual work spaces where people can work wherever they want. (Clive Wilkinson Architects, 1998)
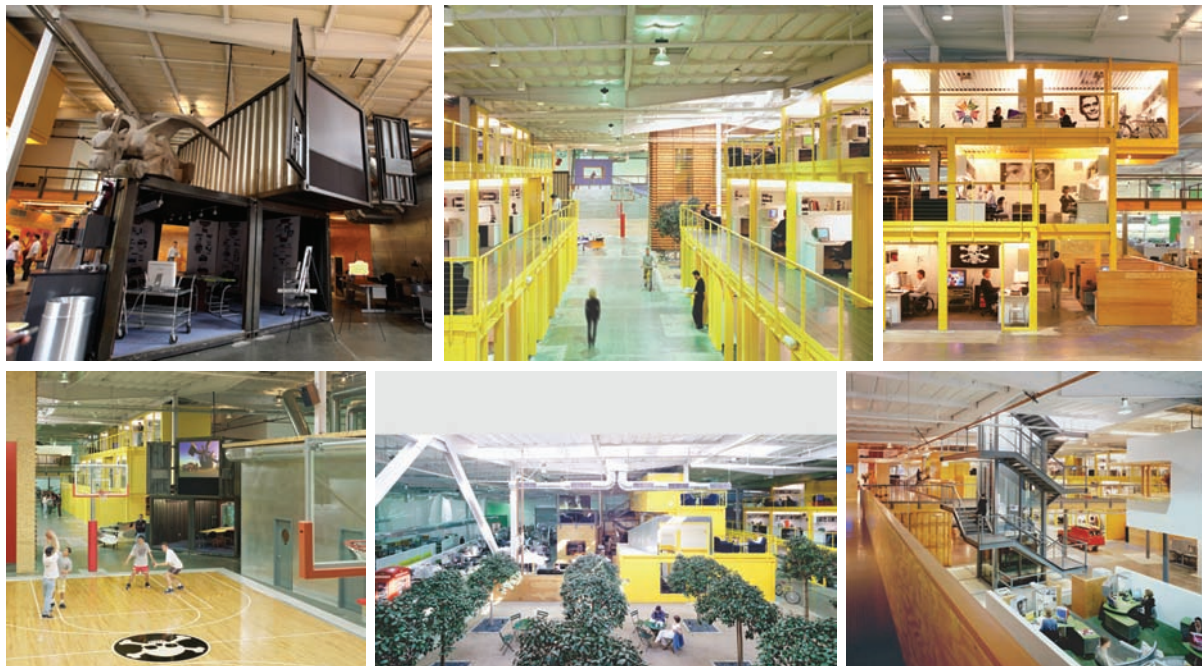

Figure 75

Mobile-Modular Workplaces

cocobello

Cocobello is **a mobile studio, a temporary structure** that can be used as a showroom or a workplace. The concept is to locate a number of units in the city to form a network of spaces. The module consists of three interlocking elements, which can be moved apart horizontally and vertically to form a two-storey studio unit and live up to 5 years. (Haimerl, 2004)

Figure 76

vodafone

Vodafone offers this new level of **mobile working experience** to promote its 3G services using these interesting desk cars. This car travels around London traffic and Londoners work at the desk cars in a surprising way. (Alaz, 2006)

Figure 77

Globus, a compact personel mobile workstation (2007), has a cast aluminum base on wheels supporting a moulded plastic globe with two sections. The mobile workspace flexes open to reveal all-in-one workstation with height-adjustable work-top and a comfortable swivel chair. It can be used whether people work in a public environment or an office. (Justin, 2010)

Figure 78

Nissan has taken the concept of working from outside the cubicle and turned it into working from the road with its **mobile office concept vehicle, NV200**. This van has a well-hidden, full-mobile office in the rear. NV200 combines storage with an office space that has the ability to extract its interior out like a drawer. This allows all workstation items to be at arms reach while travellling. (Alter, 2007)

Figure 79

Innovation Lab, an international knowledge center for new technology, has **portable - modular workstations called "plug and play"** which are constructed from flat-pack units of large shipping crates in Copenhagen 2006. This concept lets an organization refurnish, relocate or grow and shrink without difficulty.
It is a consequence of the modern corporate need for flexibility and innovation. (Rosan Bosch, 2006)
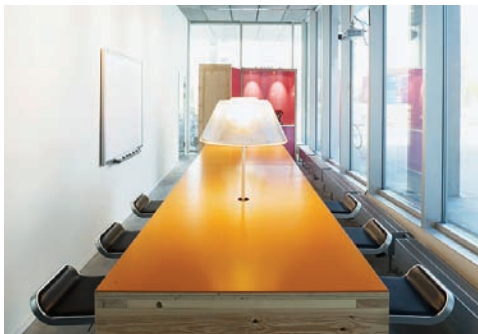
Figure 80

OfficePOD, is a **mobile workplace concept**, created in UK 2009; offering a cost effective practical and efficient way of distributed flexible working. It is a modern office which is garden-based but also can be positioned anywhere - its size is 2*2m. IT and phone connectivity is provided as well as a secure locking system. Recycled, recyclable and sustainable materials are chosen, it has low energy consumption level. (Office Pod, 2009)
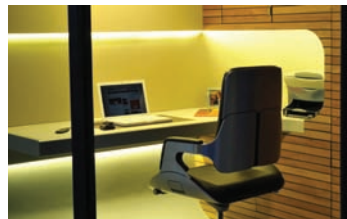
Figure 81

Virtual-Service Workplaces

Regus is one of the best examples to virtual-service workplace trend as being one of the world's largest provider of workplace solutions, offering a range of products and services - such as flexible offices ans virtual office products - that allow individuals amd companies to work however, wherever and whenever they need to.

Products and services include **fully furnished, equipped and staffed offices, meeting conference, training facilities and network of video conference rooms.** This type of company also supports mobile and homeworking by **providing dedicated business addresses** as their business base as well as **mail and call handling services.** Another service can be to operate **business centers in airports and other commercial hubs** to serve clients.

This new trend is **workplace outsourcing.** The business centers have office infrastructures ready in place, meeting rooms, video conferencing, support/common areas and catering; as well as an advanced communication system, network access, IT and administrative support. These spaces are located at premier addresses in city centers, central business districts or business parks, conveniently accessed to airports and public transportation.

In a survey of 11.000 corporations in 15 countries, Regus found that **working fewer days in the office and setting up a space at home or in remote work-places would make a positive impact on workers.** Commuting time is another important motivator. Younger workers and economy is also driving this trend. **There is a constant demand for more flexible office products.** (Regus, 2010)

"People are looking to be as close to home as possible. They desire workplaces that offer flexibility for them to be productive."
-Jeffrey Doughman
Regus - Vice president
(Panchuk, 2010)

"The trend is to have sort of a hybrid experience, where the employees work from home, but utilize flexible meeting and office space provided by Regus on an as-needed basis."
-Jeffrey Doughman
Regus - Vice president
(Panchuk, 2010)

Figure 82

chapter 2: generationY

Generation Y is the generation born **between 1980 and 2000**. They are the grandchildren of Veterans (1922-1945), the children of Baby Boomers (1946-1964), and the younger siblings of Generation X (1965-1979). There are **1.7 billion** Generation Y worldwide. They represent **25,5%** of the world population. They have alternative labels such as Gen Y, the Milenials, Dot.Com Generation...etc.

The newest, rising, youngest and powerful **workforce of 21st century** causes businesses to re-think their working practices and adapt their working environment to them. They will continue to be the **main generation of workers** for at least two decades. They are bringing **new changes to the workplace** that need to be addressed. They have **multiple expectations** of an organization - it is not just the job description but the workplace culture, the variety, fun, training, management style, and flexibility that drives them. (Johnson Controls, 2010)
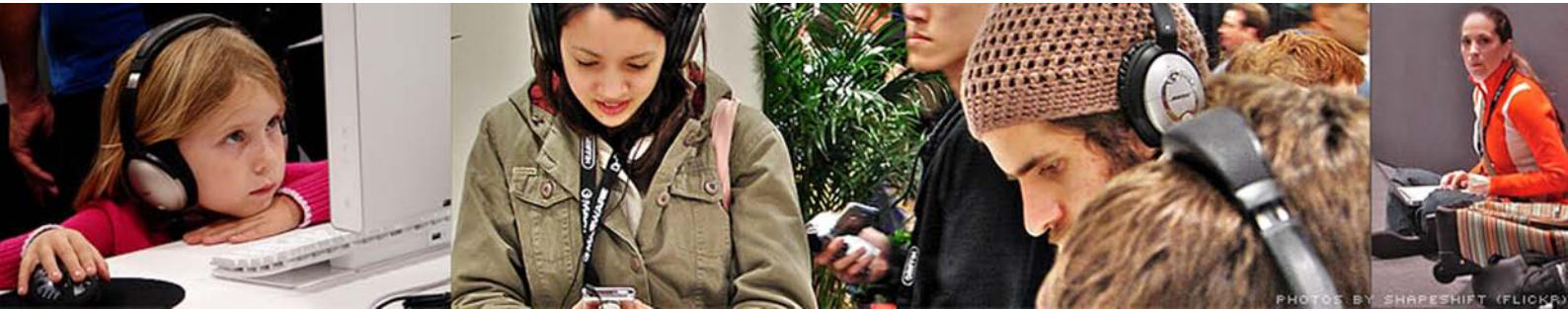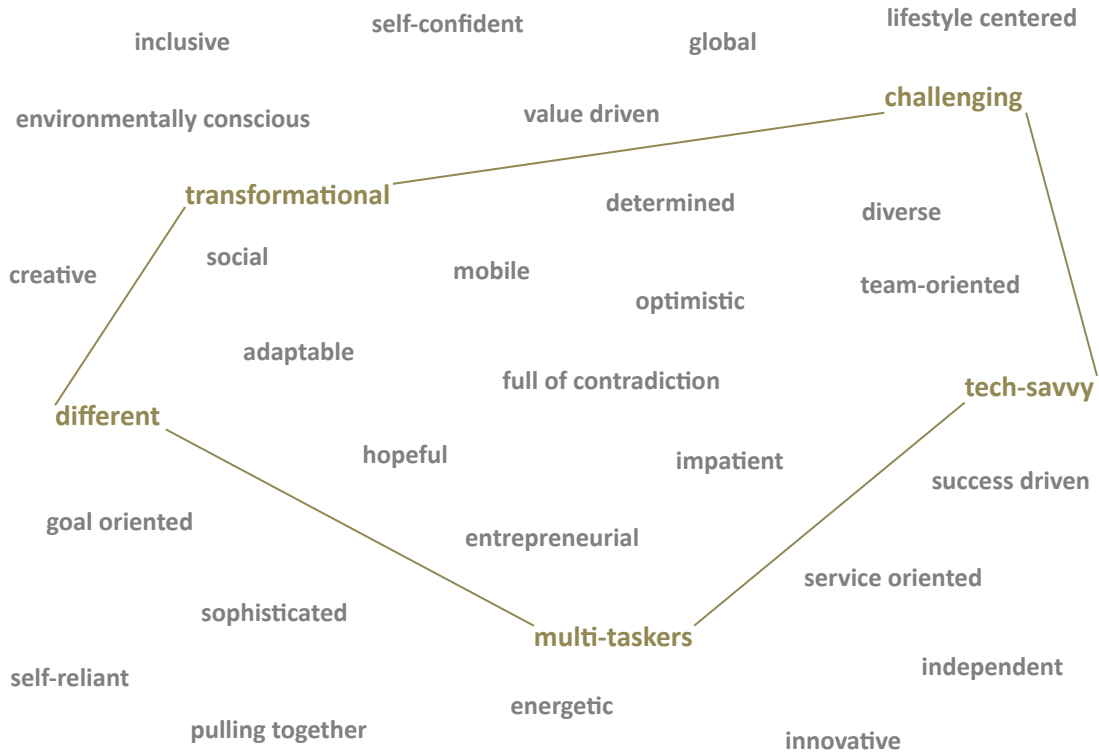
Figure 83

"They grew up with cell phones, pagers, laptops and bottled water in a world of AIDS, crack and terrorist attacks."

- Eric Chester
Generation Y expert
(Trigaux, 2003)

" Gen Ys are optimistic, multi-cultural, paradox, entrepreneur-ial, happy to try out new things, striving for experience, well-informed, wanting to make their own experiences rather than following traditional paths."

- Cynthia Cohen
(Recruiting the Next Generation, 2008)

a **Generation Y** is ...

inclusive   self-confident   global   lifestyle centered

environmentally conscious   value driven   **challenging**

transformational   determined   diverse

creative   social   mobile   team-oriented

optimistic

adaptable

full of contradiction   **tech-savvy**

different   hopeful   impatient

success driven

goal oriented   entrepreneurial

service oriented

sophisticated   **multi-taskers**

self-reliant   independent

pulling together   energetic

innovative

Figure 84

IF you ...

... look for everything in **Google,**

... know the price of SecondLife plot of land on **eBay**,

... have **iTunes** Library in which you administer your music and films,

... **blog** instead of keeping a diary,

... use **Facebook** or **MySpace** to organize your social life,

... follow people on **Twitter**,

... prefer **Wikipedia** to encyclopedia,

... organize your photos on **Flickr**,

... and more,

you have everything that a **Generation Y** has. (Recruiting the Next Generation, 2008)

Figure 85

Figure 86

Digital Natives

Today, while anyone can send a text message or access to a pod cast, Generation Y have been exposed to these new options during their formative years so the digital language and technology is almost their first language - their mother tongue. They are **Digital Natives**.

Previous generations grew up in a none-digital world, have been introduced to digital tools, but it is still like a foreign language to them. They are **Digital Immigrants** who migrate to the latest technology. (McCrindle, 2010)

"Digital natives are generally more open about themselves and have fewer reservations about sharing their thoughts and opinions with the world."

(Palfrey and Gasser, 2008)

"The cultural barriers to information sharing are crumbling with the emergence of social networking and the rise of a new workforce that is more than comfortable with working online with their peers to solve a problem."

(Palfrey and Gasser, 2008)

"- You were not downloaded. You were born !"

Figure 87

Figure 88

	GENERATION Y 1980 - 2000	**GENERATION X** 1965 - 1979	**BABY BOOMERS** 1946 - 1964	**VETERANS** 1922 - 1945
CORE VALUES	realism confidence extreme fun	skepticism fun informality	optimism involvement	respect for authority discipline
COMMUNICATION MEDIA	internet picture phones e-mail	cell phones call me only at work	touch-tone phones call me anytime	one-to-one write a memo rotary phones
DEALING WITH MONEY	earn to spend	save, save, save	buy now, pay later	put it away
WORK ETHICS & VALUES	what's next multitasking entrepreneurial tolerant goal-oriented	eliminate the task self-reliance skeptical want structure and direction	workaholics work efficiently personal fulfillment desire quality	hard work sacrifice duty before fun
WORK IS ...	a means to an end fulfillment	a difficult challenge a contract	an exciting adventure	an obligation
LEADERSHIP STYLE	the young leaders' century	everyone is the same challenge others	consensual collegial	directive command & control
INTERACTIVE STYLE	participative	entrepreneur	loves to have meetings	individual
FEEDBACKS & REWARDS	whenever I want it, at push of a button meaningful work	sorry to interrupt but how am I doing? freedom:best reward	don't appreciate it money title recognition	no news:good news satisfaction in a job well done
MESSAGES THAT MOTIVATE	work with other bright and creative people	do it your way forget the rules	you are valued you are valued	your experience is respected
WORK & FAMILY LIFE	exact balance	balance	no balance work to live	work, work, work

Table 3: (Hammill, 2005)

Figure 89

Workplace Behaviors

"The previous generations saw work as primary part of life. Work was a dominant part of what they did and they were not looking for time out. Now, we are seeing the growth of a different profile of candidate. **Generation Y**s want to be sure that they can strike balance between work and their personal life, so the opportunity to take time off, to travel, to work for a company with a strong social responsibility record, these are all concerns that we increasingly hear when recruiting talent." - Madalyn Brooks (HR director of P&G)

Baby Boomers created the culture of long working hours and Generation Xers accepted it, but not **Generation Y**. While they are not work-shy, they don't live for work. They will get the job on time...but on their own terms. (Asthana, 2008)

"I saw my mum and dad work really hard, but my work ethic is different. I want to do well but I want to have great fun in life. If you put all your effort into your job, you lose sense of what you are living for."
- McNeil, a Generation Y (Asthana, 2008)

"People resemble their times more than they resemble their parents."

- an ancient saying (McCrindle, n.d.)

turn-off's:
nasty bosses, inflexible hours, work atmosphere that is not fun
turn-on's:
friendly workers, under-standing bosses, personal recognition, benefits/tuition reimbursement
(Trigaux, 2003)

Figure 90

Figure 91

As we have learned some information from our researches on who a **Generation Y** is, now it is time to go further in details.

We know that **Generation Y** is significant in our world. They are the ones who would shape the new workstyles and determine how future workplaces would be. What else do we have to know about them? Why are they all that different from their older colleagues? How do they relate to their future working environment?

In order to learn all that, it is better to use **an online survey** on **Generation Y** to get to know them better. The purpose of this survey is to reach as more **Generation Y** as possible from big cities all over the world to understand who they really are, what they need and expect from their workplace, from life...apart from the findings we have found and analyzed so far.

This survey goes into detail on these issues:
How much does the workplace environment matter to the **Generation Y**?
How important are location, workplace design and environmental considerations in deciding where they want to work and who they want to work for?
What should employers do in their workplaces and facilities to recruit, attract and retain the **Generation Y**?
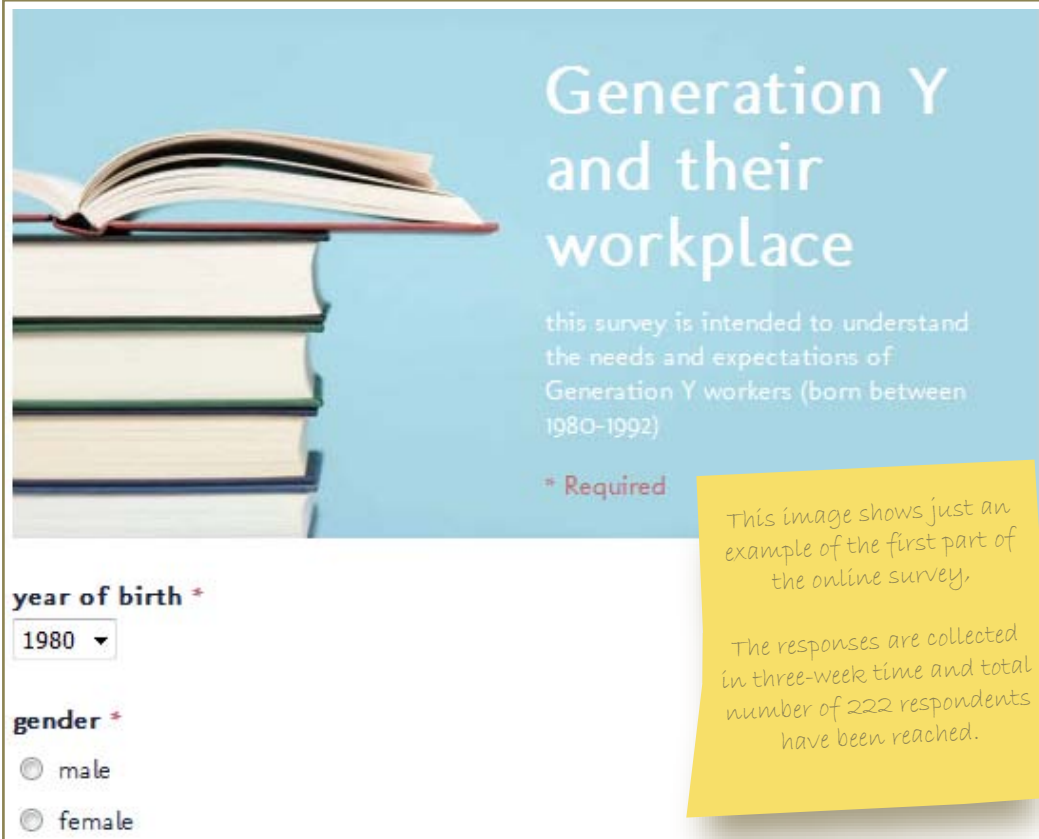
Figure 92

The targets of this survey are obviously **Generation Y** people (born between 1980 and 1992) across big cities from all regions and across different industry sectors mainly from engineering, art & design and finance/management.

As **Generation Y** people are digital natives - the most digitally sophisticated generation ever - , this survey is formed in Google Docs, put online, shared and forwarded thorugh several networks like e-mail, Facebook, Twitter, Linkdin, some university and high school classmate mail groups, in some blogs...

Figure 93

General Survey Review

222 respondents including:

{ **134** female
88 male

40%

60%
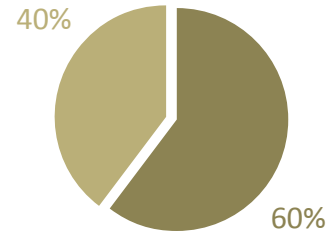
Graph 2

Even though female respondents are a little bit more than the male ones, we can say the survey would have a **common result** for both genders.

The survey has respondents from **every age category** between the limits 1980 and 1992.

44

40

33

23 23

15

11

8

6

9

7

2

1

born in:

1980
1981
1982
1983
1984
1985
1986
1987
1988
1989
1990
1991
1992
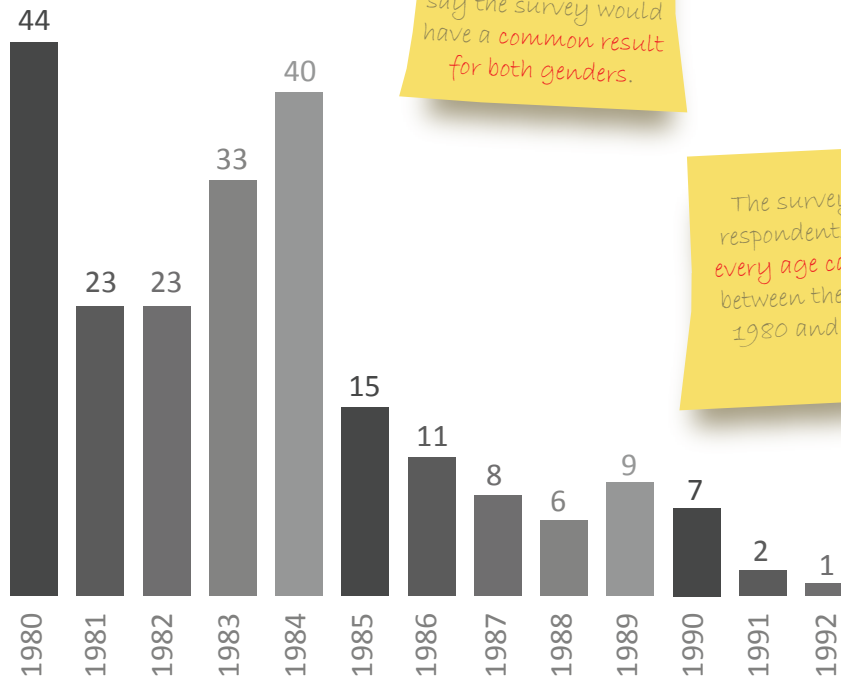
Graph 3

respondents from:

		Sweden **5**	India **3**	Germany **2**	China **2**	Brasil **2**
TURKEY **172**	**ITALY** **21**	Canada **2**	USA **2**	Austria **2**	UK **2**	Finland **2**
		Spain **2**	UAE **1**	Tunisia **1**	Dubai **1**	Libia **1**

do you ...

WORK **153** STUDY **69**

31%

69%

Graph 4

work sector:

ENGINEERING **52** ART & DESIGN **48** FINANCE/MANAGEMENT **34**

Service **26** IT **12** Media,Marketing&Communication **11** Commerce **11**

Manufacturing **9** Built Environment **5** Accounting **2** Law/Legal **2**

Characteristics

**do you have
24/7 internet
access?**

YES
217

NO
5

2%

98%
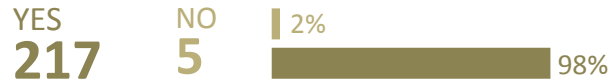
Generation Y proves
that they are the
"digital natives".

98% have internet
access on their hand.

**how many hours
do you spend
connected?**

53

47

33

29

30

15

9

5

1

none | 0 - 1 | 1 - 2 | 3 - 4 | 5 - 6 | 7 - 8 | 9 - 10 | > 12 | 24/7
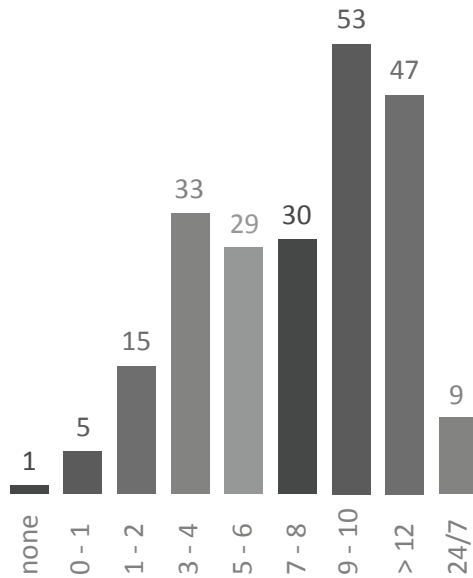
76% spend more
than 5 hours a day
connected digitally.

25% even more than
12 hours..!

**do you consider
yourself
"tech-savvy" ?**

no

3

11

79

96

yes

33
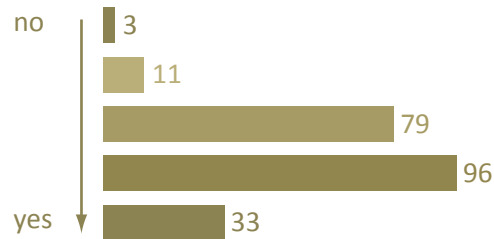
tech-savvy:
experienced, well-
informed about
technology

58% think they are
tech-savvy while 36%
are in the middle.

Choice of Company

what are the top 3 factors in your choice of company?

TOP 1	quality of life
TOP 2	opportunities for learning
TOP 3	work colleagues
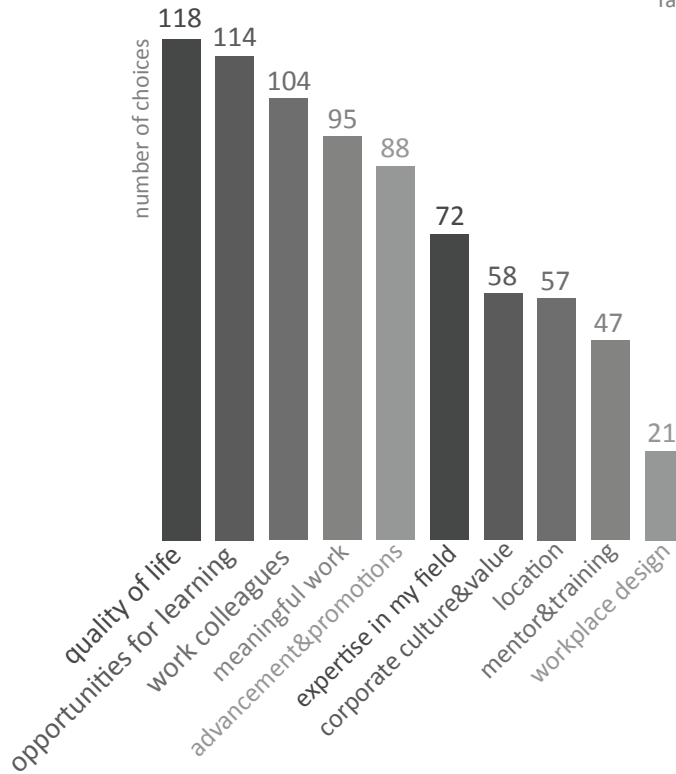
Generation Y definitely want work-life balance. The work should bring quality to their lives.

They are always eager to learn new things, so they want to work in a place where they can add more and more to their knowledge.

The colleagues are their motivation at work.

number of choices

118 · 114 · 104 · 95 · 88 · 72 · 58 · 57 · 47 · 21

quality of life · opportunities for learning · work colleagues · meaningful work · advancement&promotions · expertise in my field · corporate culture&value · location · mentor&training · workplace design

"Money" only plays the 5th role !

Workplace design is the least chosen factor of all.

16% "quality of life"

15% "opportunities for learning"

13% "work colleagues"

Graph 8

Travel

how would you prefer to travel to and from work?

WALKING	CYCLE	SCOOTER/ MOTORBIKE	CAR	PT (PUBLIC TRANSPORTATION)	SHUTTLE SERVICE
26%	17%	4%	32%	10%	11%
57	36	8	70	25	26

Even though the major part - 32% - still want to use their "car", 26% want the workplace to be so close to walk !
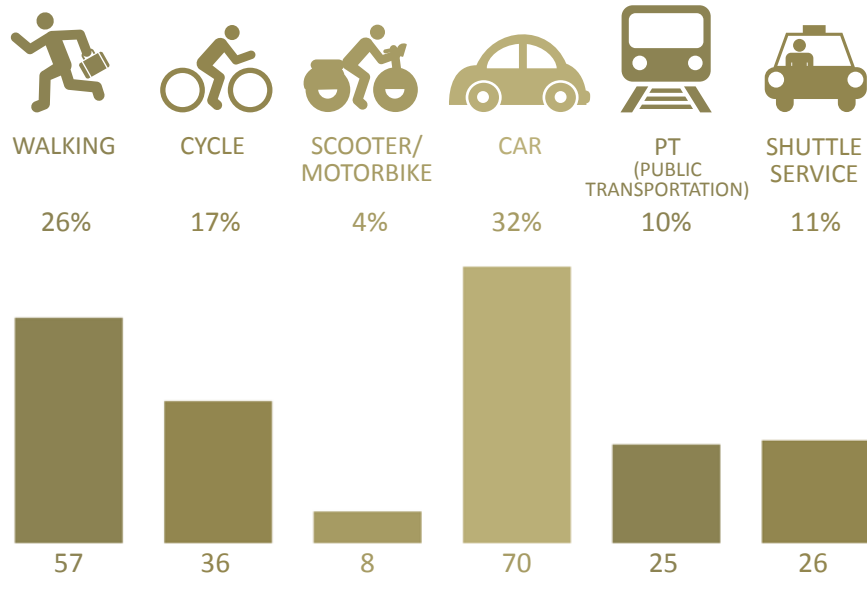
Graph 9

Location

where would you prefer your office to be located?

RURAL

URBAN

12
15
35
58
102
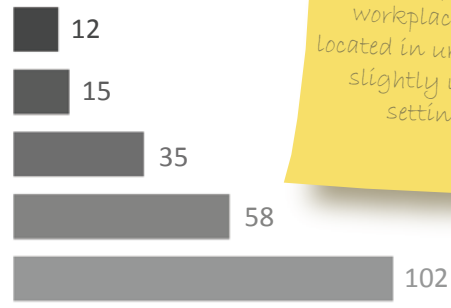
72% prefer their workplace to be located in urban and slightly urban setting.

Graph 10

86

Way of Working

would you consider choosing wherever you want to work?

NO | 2
| 5
| 21
| 69
YES | 125
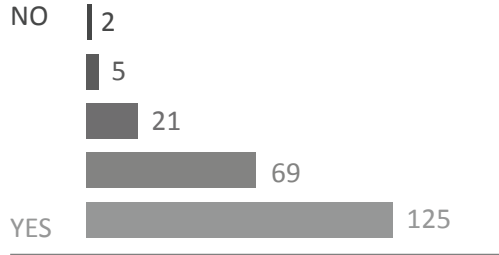
Graph 11

88% want to choose where they work.

Flexibility is needed on the place of work.

what way of working would you prefer?

77% prefer to work not only in their definite workplace but also in various locations..

STATIC WORKING STYLE
working at an office location every day
(office only)

51

MOBILE WORKING STYLE
working in various locations
(home,office,client sites,others...)

171

would you consider working in flexible hours?

NO | 2
| 14
| 27
| 65
YES | 114
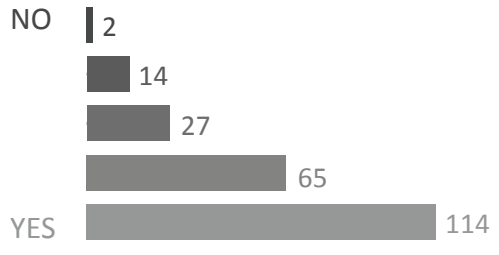
Graph 12

81% prefer to be able to work whenever they want.

Flexible hours would make the work-life balance possible.

what pattern of work would you like to have?

CONVENTIONAL HOURS with fixed start and end time

FLEXIBLE HOURS not fixed time,a min. number of hours to do every week

AD-HOC HOURS no regular or planned, and on demand

73% don't want to work with a fixed start and end time. They prefer to be flexible with a certain limit to reach.

16% 36

73% 161

11% 25
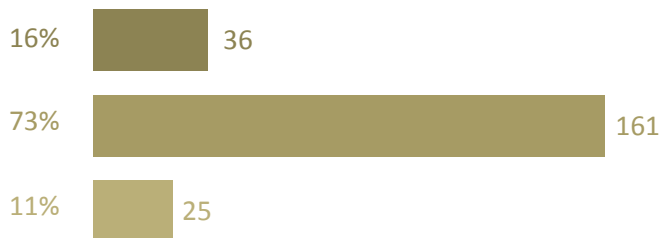
Graph 13

how would you prefer working?
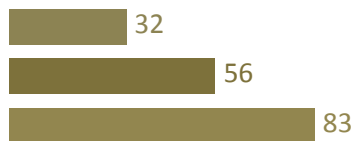
40% prefer working in a team. 37% are in the middle. 23% prefer individual working.

in a team 32

56

83

32

individually 19

Graph 14

NO - I couldn't work away from office ▮ 6

MAYBE - if it is advantage to me ▮ 45

YES - but when I choose ▮ 119

YES - but not max. than 3 days a week ▮ 28

YES - full time ▮ 24

Graph 15

77% consider working away from office.
54% prefer working away when they choose.
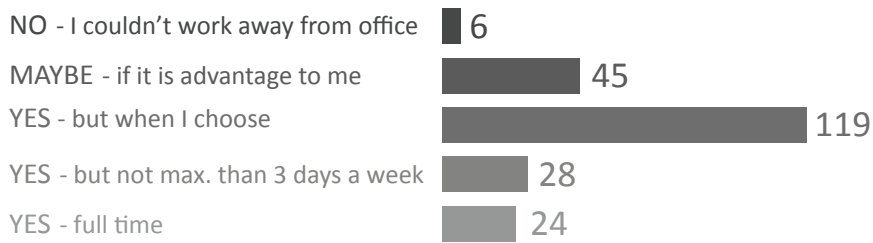
While 77% of the respondents prefer working away from office, 54% want to have their own control over choosing it. That would help them to have a perfect **work-life balance**.

CUSTOMER PREMISES 27

HOTEL ROOMS 25

PUBLIC TRANSPORTATION (bus,train,ferry) 10

PLANE 6

CAR 19

CAFE 66

OPEN SPACE (park,beach,square) 69

30% prefer working in a cafe.

31% prefer working in an open space like park, beach or square.
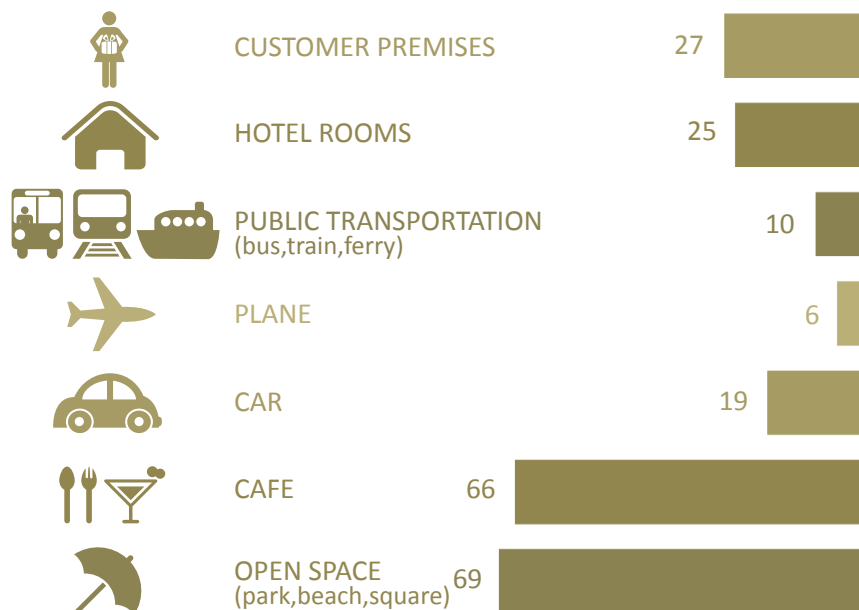
Graph 16

how many hours in a working day would you prefer spending on the move?

never	17
up to 1	51
1 - 2	72
3 - 4	53
5 - 6	22
always	7
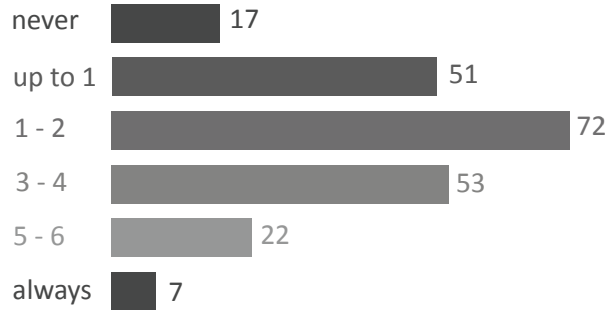
Graph 17

69% would want to work on the move at least 2 hours a day.

37% prefer moving at least 4 hours a day.

Workplace

as "generation Y", do you feel that you have different needs and expectations from other workers in your workplace?

NO	6
	28
	46
	92
YES	51

Gen Y
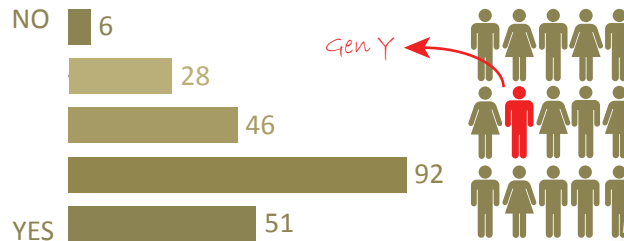
Graph 18

65% feel different from their older colleagues who belong to the previous generations.

how important would your workplace be in attracting, recruiting, and retaining you in the company?

not important	0
	11
	48
	110
very important	53

Graph 19

73% think the workplace has to add values to attract, recruit and retrain the Generation Y.

would you like your workplace to have the corporate identity?

YES
214

NO
8

▌ 4%

████████████ 96%

Graph 20

what type of design would you prefer to have in your workplace?
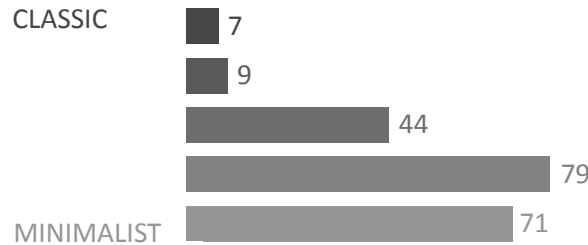
CLASSIC
█ 7

█ 9

████████ 44

█████████████ 79

MINIMALIST
████████████ 71

Graph 21

what kind of lighting would you prefer to have in your workplace?
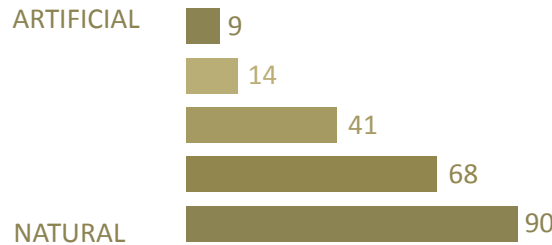
ARTIFICIAL
█ 9

█ 14

██████ 41

███████████ 68

NATURAL
██████████████ 90

Graph 22

what color would you prefer to have in your workplace?

VIVID

23
20
42
77

NEUTRAL   60

Graph 23

62% prefer having neutral colors in their workplace, not too vivid to disturb them while working.

you would rather see the office as ...

... a place to work   **129**

... a place to meet   **93**

42%

58%

Graph 24

Even though respondents who see the workplace as a place to work is the major part, the others play an important role and need attention !

what would be the top 3 reasons for you to go to the office even though you don't need to?

meet   92
collaborate   90
interact   112
be informed   117
socialize   62
be a part of team work   130
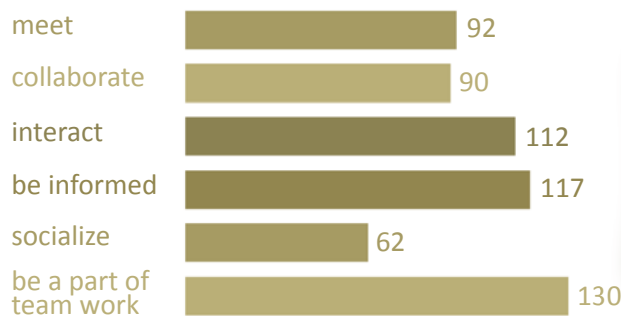
Graph 25

TOP 1 : 22% want to be a part team work

TOP 2 : 19% want to be informed

TOP 3 : 18% want to interact

Creativity & Productivity

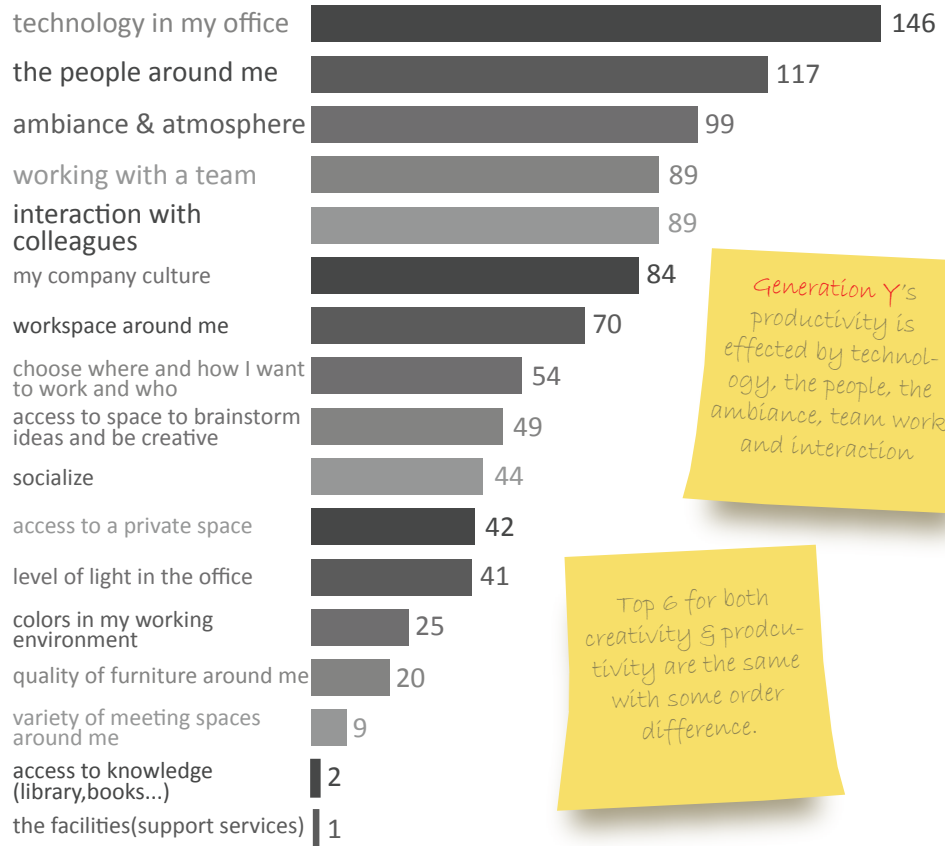**what are the top top 5 factors which would enhance your CREATIVITY?**

Factor	Value
the people around me	148
ambiance & atmosphere	119
my company culture	104
technology in my office	94
working with a team	88
interaction with colleagues	85
socialize	76
access to space to brainstorm ideas and be creative	76
choose where and how I want to work and who	63
access to a private space	49
workspace around me	44
colors in my working environment	28
level of light in the office	23
quality of furniture around me	18
variety of meeting spaces around me	6
access to knowledge (library,books...)	0
the facilities(support services)	0

Generation Y's creativity is effected by the people, the ambiance, the company culture, the technology and team work.

Graph 26

TOP 1	**15%** people around me	**TOP 3**	**10%** my company culture		
TOP 2	**12%** ambiance & atmosphere	**TOP 4**	**9%** technology in my office	**TOP 5**	**8%** working with a team

Table 5

Factor	Value
technology in my office	146
the people around me	117
ambiance & atmosphere	99
working with a team	89
interaction with colleagues	89
my company culture	84
workspace around me	70
choose where and how I want to work and who	54
access to space to brainstorm ideas and be creative	49
socialize	44
access to a private space	42
level of light in the office	41
colors in my working environment	25
quality of furniture around me	20
variety of meeting spaces around me	9
access to knowledge (library,books...)	2
the facilities(support services)	1

Generation Y's productivity is effected by technology, the people, the ambiance, team work and interaction

Top 6 for both creativity & productivity are the same with some order difference.

Graph 27

TOP 1	15% technology in my office	TOP 3	10% ambiance & atmosphere		
TOP 2	12% people around me	TOP 4	9% working with a team	TOP 5	9% interaction with colleagues

Table 6

Workspace

what individual workspace would you prefer to have?

OWN DESK	standard size (a dedicated space in the office allocated to you to carry out your work)
HOT DESK	touchdown / hotel, on demand ad-hoc (a space you use for short period of time while you visit an office, to download your e-mails, to take a call, or as an occasional desk)
SHARED DESK	bookable space (a space you use for a day at work and share with other colleagues who may not be in the office at the same time as you)

85% prefer to have their own desk, a space dedicated to them to carry out their work.

85% 189

10% 23

5% 10

Graph 28

would you like to personalize your desk?

NO 3

3

35

61

YES 120
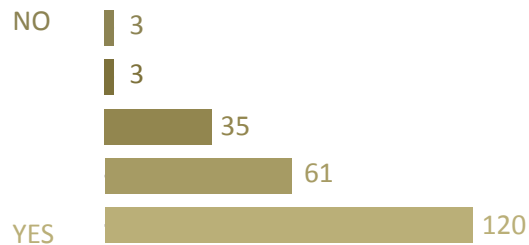
82% want to personalize their desk. They want to put their mark on their workspace.

Graph 29

what size of workspace would you be comfortable with?

SMALL - 4m² 2
8
69
61
LARGE - 20m² 82

Graph 30
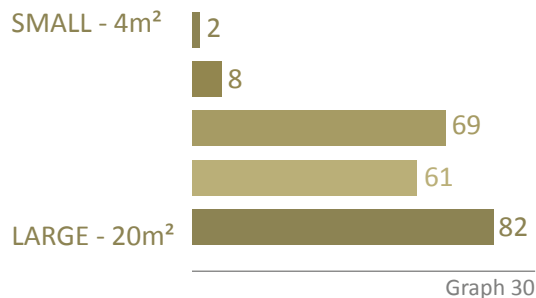
65% are comfortable and prefer working in slightly large spaces around 15-20 m².

what technologies are you expecting to have in your workspace?

Printer is the 1st with 16%, laptop PC 2nd with 15%, scanner 3rd with 15%, copy machine 4th with 13%, and blackberry with 10%.

Some other options are fax, microphone/earphone, drawing tablet, MAC, 3D printer, projector and plotter.

printer 202
laptop PC 191
scanner 185
copy machine 161
blackberry and equivalent 131
tele conferencing 106
video conferencing 103
desktop PC 92
video camera 73
webcam 22
other 19

Graph 31

96
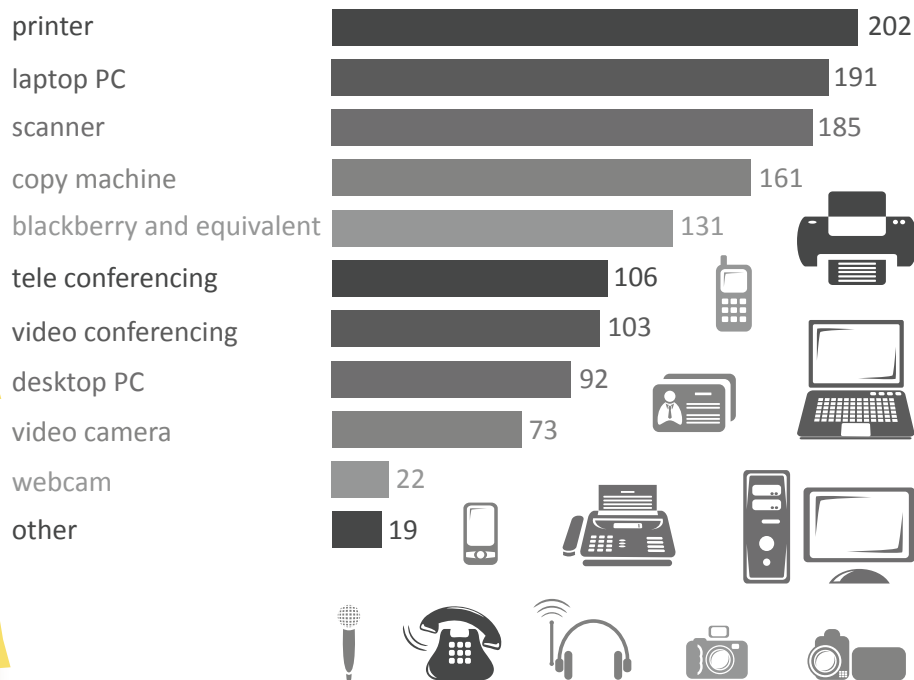
Facilities Management / Support Services

what types of spaces would you prefer to have access in your workplace other than the conventional ones?

BREAK OUT SPACES	cafe or lounge style area for discussion and breaks
TEAMSPACE	large workspace shared by teams
FORMAL MEETING SPACES	enclosed workspace for group meetings
TOUCHDOWN SPACES	shared, not bookable, short-stay workspace
QUIET BOOTHS	shared bookable enclosed spaces for concentrative working
HOT DESK	shared workspace

Most prefered space is break out space with 33%. 27% want team-space, and 18% want formal meeting spaces.

33%		169
27%		139
18%		93
0%		1
16%		84
6%		24
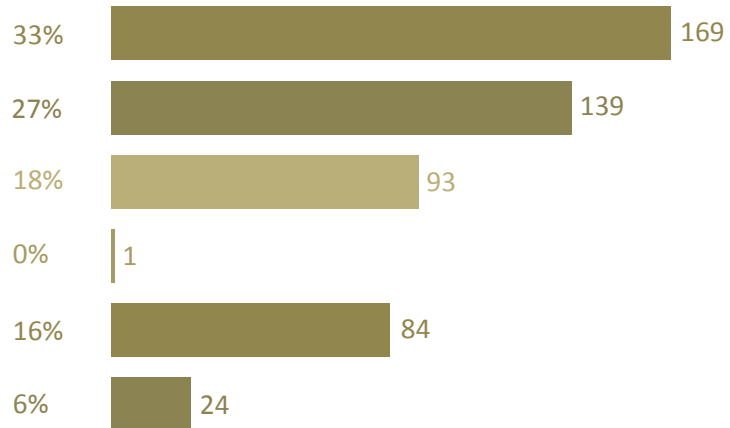
Graph 32

Facilities Management / Support Services

what food facilities would you prefer to have in your workplace?

Facility	Value
COFFEE SHOP	157
RESTAURANT	133
CANTEEN	109
SNACK FACILITIES	109
KITCHEN FACILITIES	93
VENDING / FOOD DISPENSERS	62
NONE	4
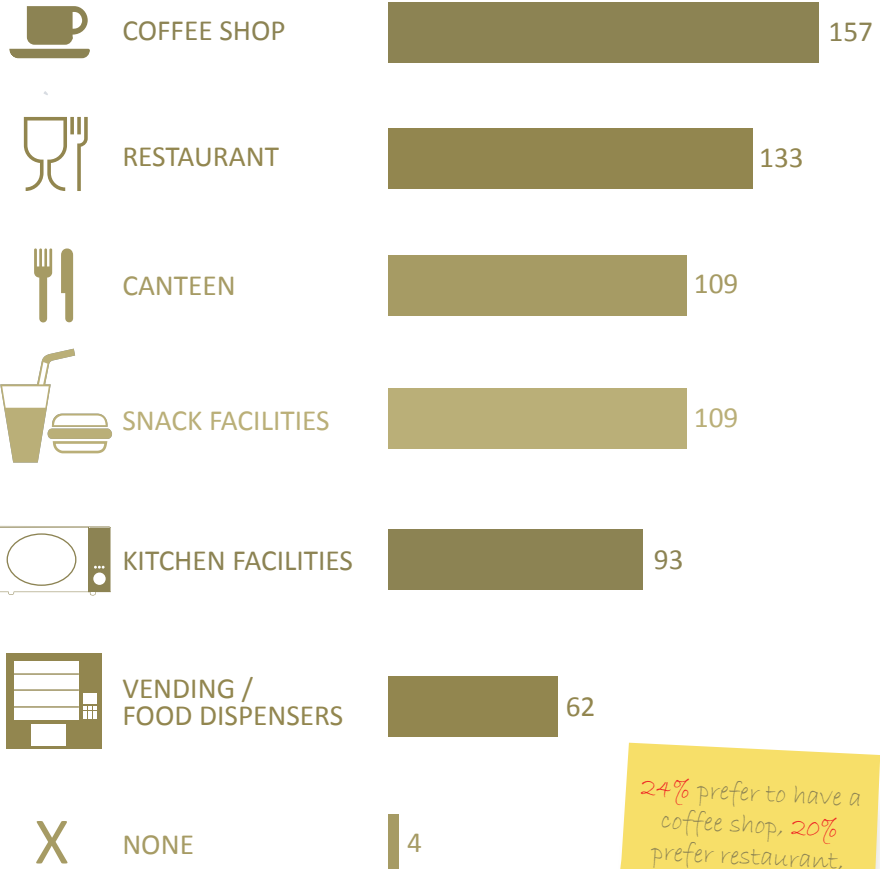
Generation Y prefer spending lunch time while sitting, talking with colleagues, sharing ideas, and relaxing in a cafe or in a restaurant.

24% prefer to have a coffee shop, 20% prefer restaurant, and 16% prefer canteen or snacks in their workplace.

Graph 33

what social facilities would you prefer to have at work?

COMMUNAL SPACES (cafe,restaurant,hub...) — 186

GYM — 134

COLLECTION OF FACILITIES (shops,banks...) — 97

VENUES IN WORKPLACE (student to employee union) — 43

NONE — 8
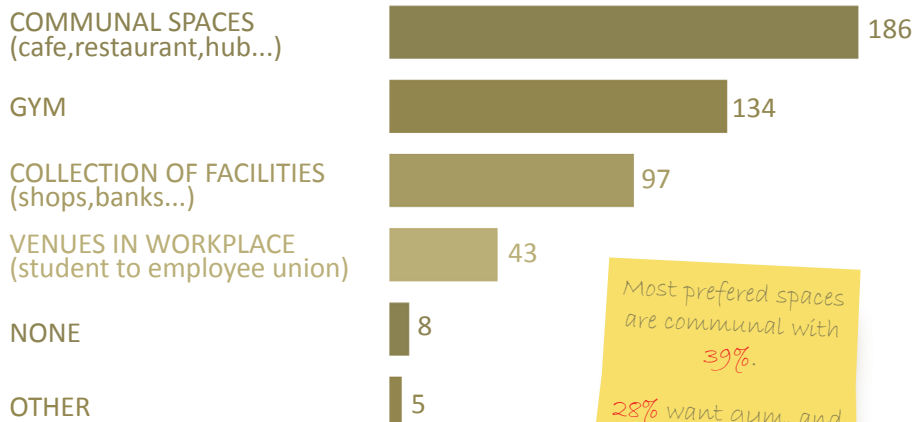
OTHER — 5

Other prefered spaces are swimming pool (2), health center (1), sauna (1) and therapy center (1).

Most prefered spaces are communal with 39%.

28% want gym, and 21% want collection of facilities.

Graph 34

Environmental Issues

how green would you like your workplace to be?

not environmental — 4

— 4

— 24

— 38

environmentally friendly — 152
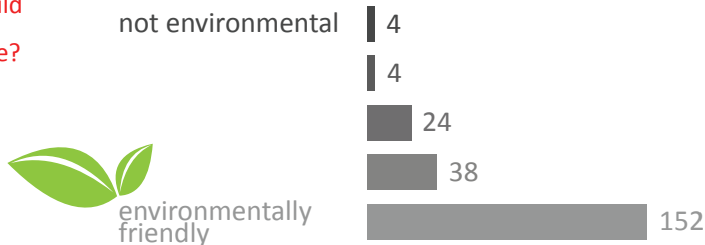
86% prefer to have environmentally friendly workplaces. Generation Y is environmentally conscious.

Graph 35

what green
policies would you
prefer to have in
your workplace?

RECYCLING BINS — 194

ELECTRICITY SWITCH DEVICES — 171

WATER SAVING DEVICES — 168

Generation Y is very
concerned about
environmental
issues.
All respondents have
chosen at least 5
policies.

SHARED PRINTERS — 151

SOLAR PANELS — 134

LOWER AMBIENT TEMPERATURE — 99

The most preferred
policies are recycling
bins with 18%,
electricity switch
devices with 16% and
water saving devices
with 15%.

CAR SHARING SCHEME — 90

WIND FARM — 72

Graph 36

what are the 3 most important criteria in your working environment?

1. charming
2. entertaining
3. welcoming

1. environmentally friendly
2. enough fresh air and daylight
3. suitable for both concentrative and team work (meetings)

1. environmentally friendly
2. urban location
3. social facilities

1. work colleagues
2. flexibility
3. work / life balance

1. comfort
2. social activities
3. drinks

1. a peaceful working place
2. work colleagues
3. in an accessible location

1. coffee/kitchen area with fresh magazines
2. rooms for projects with wall panels
3. good lighting

1. respect
2. friendship
3. dedication

1. food facilities
2. essential technologies
3. flexible hours

1. flexible working hours
2. comfortable space
3. technology

1. well located
2. environmentally friendly
3. break out spaces

1. comfort
2. sharing
3. relaxing environment

what are the 3 most important criteria in your working environment?

1. motivation
2. goals
3. personal satisfaction

1. innovative
2. powerful
3. friendly

1. working style
2. corporate culture & value
3. facilities

1. quality
2. people
3. work itself

1. creativity
2. learning facilities
3. encouragement

1. comfort
2. location
3. ambiance / atmosphere

1. technology
2. interior
3. people

1. team work
2. culture and vision
3. distance from home

1. team work
2. trust
3. respect

1. large working space
2. well-located to access to urban facilities
3. to be near to center of urban

1. flexibility
2. creativity
3. team work

1. personal
2. hommy
3. fun

"Generation Y" respondents say ...

can you explain your ideal working environment?

"..has to be bright entertaining; dynamic -always open for surprise- where I can socialize, share my knowledge/background 'not only about work but matter of life' and the place where I can feel I am part of the team."

"..to have my own desk but also a private spot to have team meetings, whenever I need...also be able to work in flexible hours and sometimes out-of-office...location should be urban so no need to travel a lot..."

"always online, serious but playful, formal but informal, attractive, tidy but full of "cultural tools" (books music movies internet) to work and research always well organized"

"a peaceful, positive and creative environment, with access to knowledge and technology, and opportunities for learning"

"should be environmentally firendly, calm and relaxing where I can concentrate easily; but at the same time having common spaces where I can meet with others..should make me happy when I am there."

"being able to work individually as well as with a team, high technology level, good food and social facilities, polite and social colleagues, working mobile"

"I would like to have a private area but also have good conditions to interact and work with others when necessary. Well designed in terms of ambiance and comfort."

"..place which gives me freedom to explore without pre-conditioning and express without any reservations."

"..a place to share experiences, opinions, brainstorm, collaborate..it is a waste of time to travel to office everyday... a waste of time whem work is over but cannot leave till the clock does not strike 5."

can you explain your ideal working environment?

"A working environment that provides creativity,motivation, training and career opportunities with flexible working hours and social facilities."

"an ideal working envoirnment is where you do the work that you like with enough expetise in doing the work that is assigned to you and enough challanges for you to grow and enhance your skills."

"..company has to give me enough opportunities to enhance my creativity and productivity. expect to get 1-2 days out of the office. high quality technical devices and adequate supporting facilities."

"A place with brilliant people, where you can freely share knowledge and insights. A place focussed on innovating issues."

"..high profile of people, flexible working hours, some time out of the office but some serious working, socialising, information gathering in the office is a MUST, too."

"..dependes on people around you, have a nice atmosphere and smart people to share ideas. A lot of air and lights, but just natural lights, need to see something outside the windows."

"..equipped with ergonomic furniture/design which are user friendly and healthy for my body, a place where good colleagues exist, a job with small breaks such as coffee to discharge my mind and negative energy.."

"easy to reach without dealing with traffic..in a good neighbourhood to socialize after work....colleagues from different backgrounds ..office full of natural light.."

"flexible hours with defined desired outcomes, rewards according to performance, relaxing work environment."

Conclusion

What has **"Generation Y and their workplace"** research told us about the workplace preferences, needs and expectations of Generation Y. Based on the data we have collected from the survey, we can summarize the following:

Characteristics:

• They are actual **digital natives**. 98% have 24/7 internet access.

• 76% spend more than 5 hours a day connected. 25% spend even more than 12 hours.

• 58% think they are **tech-savvy** (experienced and well-informed about technology) while 36% think they are in the middle.

Choice of Company:

top 1	16 %	quality of life
top 2	15 %	opportunities for learning
top 3	13 %	work colleagues

• Generation Y want **work-life balance**. The work should bring quality to their lives.

• They are **eager to learn new things**, so they want to work in a place where they can add more and more to their knowledge.

• The colleagues are their **motivation at work**.

• Money only plays the **5th role** for Generation Y.

• Workplace design is the **least chosen** factor of all.

Travel:

• Even though the major part - 32% - still want to use their **car**, 26% want the workplace so close to be able to **walk**.

Location:

• 72% prefer their workplace to be located in an **urban setting**.

Way of Working:

• 88% want to **choose where they work**. Flexibility is needed on the place of work.

• 77% prefer **mobile working style** in which they work in various locations (home, cafe, park, etc.)

• 81% want to be able to work **whenever they want**. Flexible hours would make the work-life balance possible.

• 73% prefer **working in flexible hours** in which they don't have a fixed start and end time but a minimum number of hours to do every week. They prefer to be flexible with a certain limit to reach.

• While 40% prefer **working in a team**, 37% prefer both in a team and individually.

• While 77% prefer **working away from office**, 54% want to have their own control over choosing it. That would help them to have a perfect work-life balance.

• While 31%'s **preference of working away is an open space** like park, beach or square; 30% prefer a cafe.

• While 69% want to **work on the move** at least 2 hours a day, 37% prefer even at least 4 hours.

Workplace:

• 96% like their **workplace to have the corporate identity**. Generation Y want to feel the company culture and value while working. That is one of the most important factors to motivate them.

• 68% prefer **working in minimalist spaces**. They don't want to have a classic workplace with unnecessary furniture, objects and ornaments; instead they want with modernity and minimalism.

• 71% prefer to have **natural lighting** (daylight/sunlight) while working. Artifical lighting is not their preference.
• 62% prefer having **neutral colors** in their workplace, not too vivid to distract them.

• While 58% would rather see **the office as a place to work**, 42% **as a place to meet**. That proximity between the ratios needs attention!

• Top 3 reasons to **go to the office even though they don't need** are **to be part of team work** (22%), **to be informed** (19%), and **to interact** (18%).

Creativity & Productivity:

• top 5 factors which would **enhance their creativity** are:

TOP 1	**15%** people around me	TOP 2	**12%** ambiance & atmosphere	TOP 3	**10%** my company culture
	TOP 4	**9%** technology in my office	TOP 5	**8%** working with a team	

• top 5 factors which would **enhance their creativity** are:

TOP 1	**15%** technology in my office	TOP 2	**12%** people around me	TOP 3	**10%** ambiance & atmosphere

TOP 4	**9%** working with a team	TOP 5	**9%** interaction with colleagues
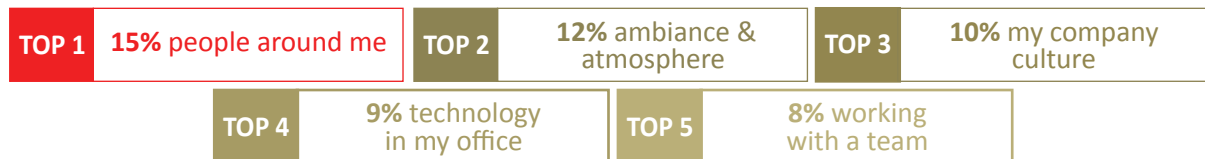
Workspace:

• 85% prefer to have their **own desk** - a dedicated space in the office allocated to hem to carry out work - instead of a hot desk - a space they use for short period of time while they visit an office, to download e-mails, to take a call, as an occasional desk - OR a shared desk - a bookable space they use for a day at work and share with other colleagues who may not be in the office at the same time as them.

• 82% would like to **personalize their desk**, They want to put mark in their workspace.

• 65% are comfortable and prefer **working in slightly large spaces** around 15-20 m².

• Top 5 technologies Generation Y expect to have in their workspace are **printers** (16%), **laptop PC** (15%), **scanner** (15%), **copy machine** (13%), and **blackberry or equivalent** (10%).

Facilities Management / Support Spaces:

• The most prefered **types of spaces** to have access in their workplace are **break out spaces** (33%) - cafe or lounge style areas for discussion and breaks - , **teamspace** (27%) - large workspaces shared by teams - , and **formal meeting spaces** (18%) - enclosed workspace for group meetings.

• **The food facilities** prefered to have in their workplace are **coffee shops** (24%), **restaurants** (20%), and **canteen or snack facilities** (16%). Generation Y prefer spending lunch time sitting, talking, sharing ideas, and relaxing.

• **The social facilities** prefered to have in their workplace are **communal spaces** (39%) - cafe, restaturant, etc - , **gym** (28%), and **collection of facilities** (21%) - shops, banks, etc - .

Environmental Issues:

• 86% prefer to have **environmentally friendly workplaces**.

• The most prefered **green policies** are **recycling bins** (18%), **electricity switch devices** (16%), **water saving devices** (15%), **shared printers** (14%) and **solar panels** (12%).

3 most important criteria in work environment:

• The most mentioned criteria by Generation Y respondents are:

        work-life balance
        environmentally friendly
        work colleagues / the people around
        flexibility
        urban location
        team work / sharing
        social facilities / activities
        technology
        entertainment / fun
        innovation / creativity
        respect / trust
        comfort
        motivation / personal satisfaction
        ambiance / atmosphere

"Generation Y" survey

Figure 94

Description of Ideal Working Environment:

• Some selected descriptions from Generation Y respondents are:

"**always online, serious but playful, formal but informal, attractive**, tidy but full of cultural tools(books,music,moviesinternet) to work and research always well organized"

"..place which **gives me freedom to explore** without pre-conditioning and **express without any reservations**."

"..has to be **bright, entertaining; dynamic -always open for surprise-** where I can socialize, share my knowledge/background 'not only about work but matter of life' and **the place where I can feel I am part of the team**."

"..**a place to share experiences, opinions, brainstorm, collaborate**..it is a **waste of time to travel to office everyday**... a waste of time whem work is over but cannot leave till the clock does not strike 5."

"a working environment that provides **creativity,motivation, training** and career opportunities with flexible working hours and social facilities."

"a place **with brilliant people**, where you can **freely share knowledge and insights**. A place **focussed on innovating issues**."

"..**high profile of people, flexible working hours, some time out of the office** but some serious working, socialising, information gathering in the office is a MUST, too."

"**easy to reach without dealing with traffic**..in a good neighbourhood to socialize after work...colleagues from different backgrounds ..office full of natural light.."

 "**flexible hours with defined desired outcomes**, rewards according to performance, relaxing work environment."

Figure 95

PART2
PROJECT

As it is understood from the research part, **the context and nature of work is changing as well as the demographical structure of knowledge workers.**
Generation Y is the one who would shape the future of work. Their needs, values and expectations are constructing the workplace idea of how, where and when, and are going to do that for the next twenty years as they will continue to be the main generation workers.

Figure 96

GENERATION Y

NATURE OF WORK
- mobility
- homeworking
- virtuality
- work however whenever wherever like
- knowledge
- worksettings
- non-territoriality
- value in ideas
- teleworking
- IT

CONTEXT OF WORK
- **business**
  - interaction
  - accessibility
  - functional
  - flexibility
  - communication
  - convenience
  - openness
- **spatial**
  - diversity of accomodation
  - supporting workers however wherever whenever work
  - sense of place
  - identity

FUTURE OF WORK

"WORK IS WHAT YOU DO, NOT A PLACE YOU GO. THE NEXT GENERATION OF WORKFORCE WILL KNOW AND BE READY AND ABLE TO WORK ANYWHERE."

- Frank Duffy
co-founder DEGW
(The Office of Government Commerce, 2008)

"We have seen space shift elsewhere, with outsourcing, people working from home and more recently, moving work offshore. They are not the signs that the need for space is reducing, but they could simply indicate that the management, configuration and experience of workspace is changing."
(The Office of Government Commerce, 2008)

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Characteristics

digital native

24/7 internet access

>6 hours a day connected

tech-savvy

different

multi-taskers

transformational

challenging

Choice of Company

top 3 factors:

quality of life

opportunities for learning

work colleagues

Travel

1. car

2. walking

Location

urban

GENERATION Y

Workplace

must have:

corporate identity

natural lighting

minimalist design

neutral colors

office as:

"place to work and meet"

reasons to go to office:

1. be a part of teamwork

2. be informed

3. interact

Work Behavior

top 5 factors to enhance Creativity:

1. people around
2. ambiance & atmosphere
3. company culture
4. technology in office
5. working with a team

top 5 factors to enhance Productivity:

1. technology in office
2. people around
3. ambiance & atmosphere
4. working with a team
5. interaction with colleagues

Ways of Working

choose where to work

mobile working style

flexible hours

work in a team

work away from office when they choose in a cafe or open space

work on the move >2 hours a day

Table 7

Workspace

own desk rather than hot desk

personalized desk

large workspace

technologies:

printer

laptop PC

scanner/copier

PDAs

worksettings:
break-out spaces
team space
formal meeting spaces
quiet booths

food facilities:

coffee shop

cafe/restaurant

canteen

snacks

social facilities:
cafe/hub
gym
shops/banks

GENERATION Y

Environmental Issues

%100 environmentally friendly workplace

green policies:

recycling bins

electricity switch devices

water saving devices

shared printers

solar panels

"always online, serious but playful, formal but informal, bright, entertaining, dynamic.. a place to share experiences, opinions, brainstorm, collaborate.. a waste of time to travel to office everyday.. flexible working hours, some time out of the office.."
- a Generiton Y worker talking about Ideal Workplace

Most Important Criteria in Work Environment

charming

entertaining

welcoming

team work

comfort

dedication

respect

friendship

work colleagues

work-life balance

sharing

corporate culture

flexibility

environmentally friendly

fresh air/daylight

urban/accessible location

social facilities

essential technology

Table 8

119

Problem Description

It has been understood that Generation Y workers never compromise the quality of their lives. They always manage to achieve a work-life balance. They are eager to learn, and always perform the work they love.
They want to work flexibly in a mobile style, be able to work on the move at least 2 hours a day and choose where to work. Their preference of working away is a cafe-style place where they can also meet people, be informed, interact and socialize in an open urban environment where they can commute easily. These kind of working/meeting spaces dedicated to those needs and expectations of Generation Y workers are missing.

The brief of the thesis is to design a service system which provides a range of spaces located in central open-urban settings for the Generation Y workers to use while they are away from their office.

Service-System Issues

> **registration to the system / uploading individual and company data**

> **web-enabled booking for spaces**

> **security and service entrance with ID card**

> **central open-urban locations**

> **a variety of worksettings**
   . work booths   (personalized desks, added corporate identity)

   . team spaces   (added corporate identity)

   . meeting spaces   (added corporate identity)
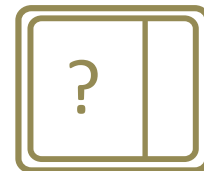
System Considerations

Sustainability
The whole system must be as environmentally friendly as possible. Recyclable and sustainable materials must be chosen. Low energy consumption is needed.

Customization
All workstations must be personalized for each individual after all personal data is uploaded to the system. Other worksettings also must have the corporate identity of the company that uses the space at that moment.

Full-equipment / High-technology
The latest and the most advanced IT system must be provided in worksettings. Some additional equipment can be added according to individual demands. All spaces must be designed in a minimalist attitude especially with natural lighting and neutral colors.

Flexibility
Generation Y workers can use this service whenever and however they want with an web-enabled detailed booking system. They are all free to use any way of working in any worksetting, either in a work booth individually or in a team space with work colleagues.

Mobility
This work center is a mobile temporary structure that can be located anywhere in a open urban space...a square, a park, a beach, etc.

Urban Located / Easy to commute
Generation Y workers must have the feeling of working in an open environment in an urban location. It must be easy to commute by either walking or PT (public transportation).

Introduction

A MOBILE WORKING SOLUTION FOR GENERATION Y

Figure 97

Meet&Work is a service-system for Generation Y to work, have meetings and meet in mobile spaces to be located in open-urban environments, provided in any time/day of the week.

The service system has three main components:

Digital platform as a website where people can register to Meet&Work, be a member by paying the membership fee, book spaces/services and contact/interact with other members, friends, and colleagues.

ID card which all the members of Meet&Work get in order to enter and use the spaces/services, store their personal and business data and locate/track all the members using the space.

Space provides the Gen Y members a mobile, technological, user friendly, flexible environment in which they can do their concentrative work individually, or meet with colleagues to perform team work, or have meetings. Three kinds of spaces offer three kinds of experience.

Work booths provide a concentrative individual work in a complete touchscreen and personalized environment.
Team spaces provide an interactive team work in a complete touchscreen space to share and exchange ideas instantly, with personalized workspaces for every individual worker.
Meeting spaces provide a hi-tech meeting either formal or informal in a complete touchscreen environment which can be customized according to company data, with personalized workspaces for every individual worker.
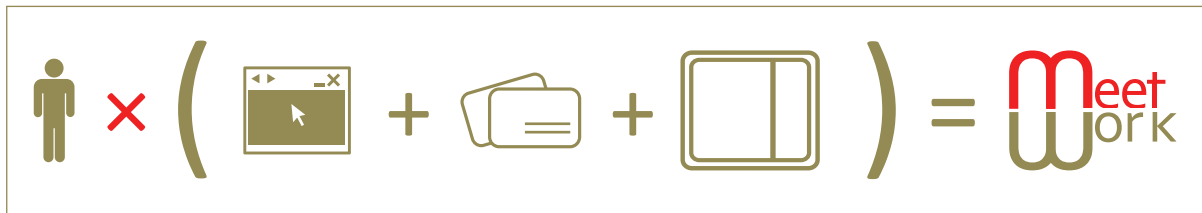
Figure 98

The spaces are to be located in open urban environments in capital cities across Europe. It is because the research and survey, which this thesis project depends on, have been held in Europe especially in Turkey and Italy. The space implications are made accordingly.

The detailed explanation of the whole system, the components, and the applications can be found in further pages.

System Components

Digital Platform

Meet&Work should have a digital platform where people register to the service, be a member, book the services and spaces, interact and contact with other users/members. It can also be a social platform to be used to get the latest news and findings about new technologies that can be integrated to this service, about Generation Y throughout the world, about workplace design, new worksettings, etc.
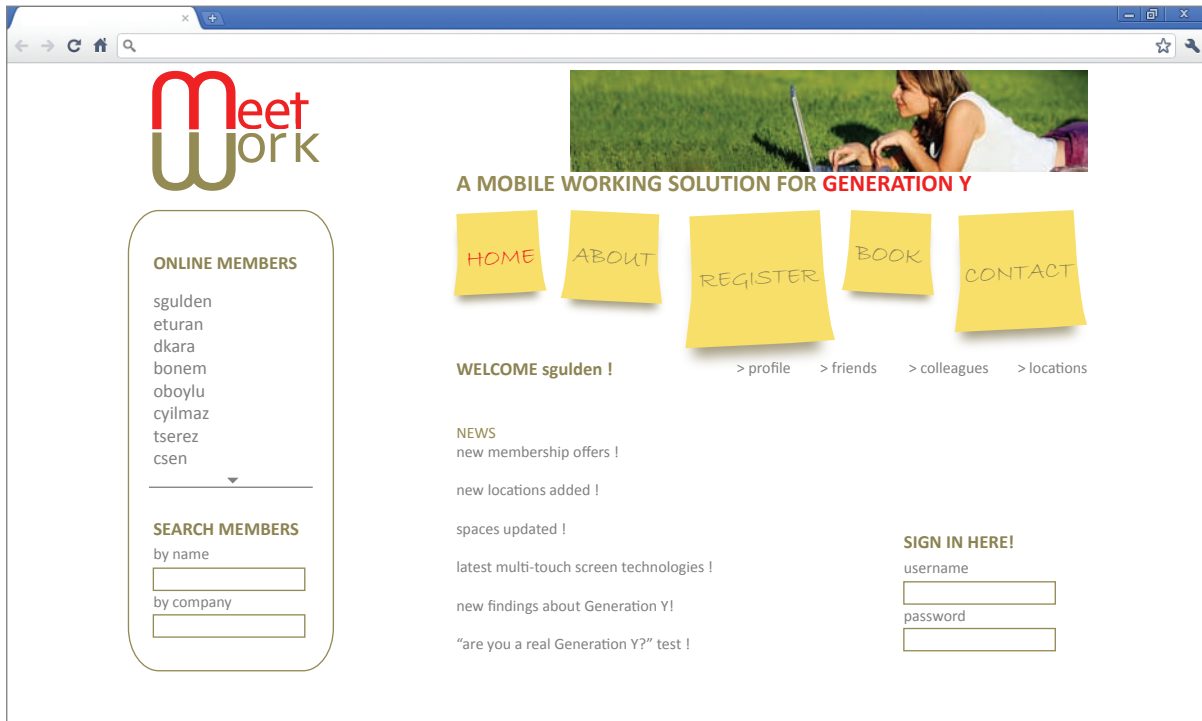
Figure 99

Meet&Work should be a service which can also update itself with the help, suggestions and concerns of the members.

In the Home page, people can easily sign in. They can contact with the online members. They can search for friends and colleagues by their names and companies. Latest news, findings, membership offers and new locations can also be found in this page.

To be a user/member of Meet&Work, people have to register to the service. They give their personal and business information. They create a username and a password. They also may upload their photo. This service works on a membership basis.
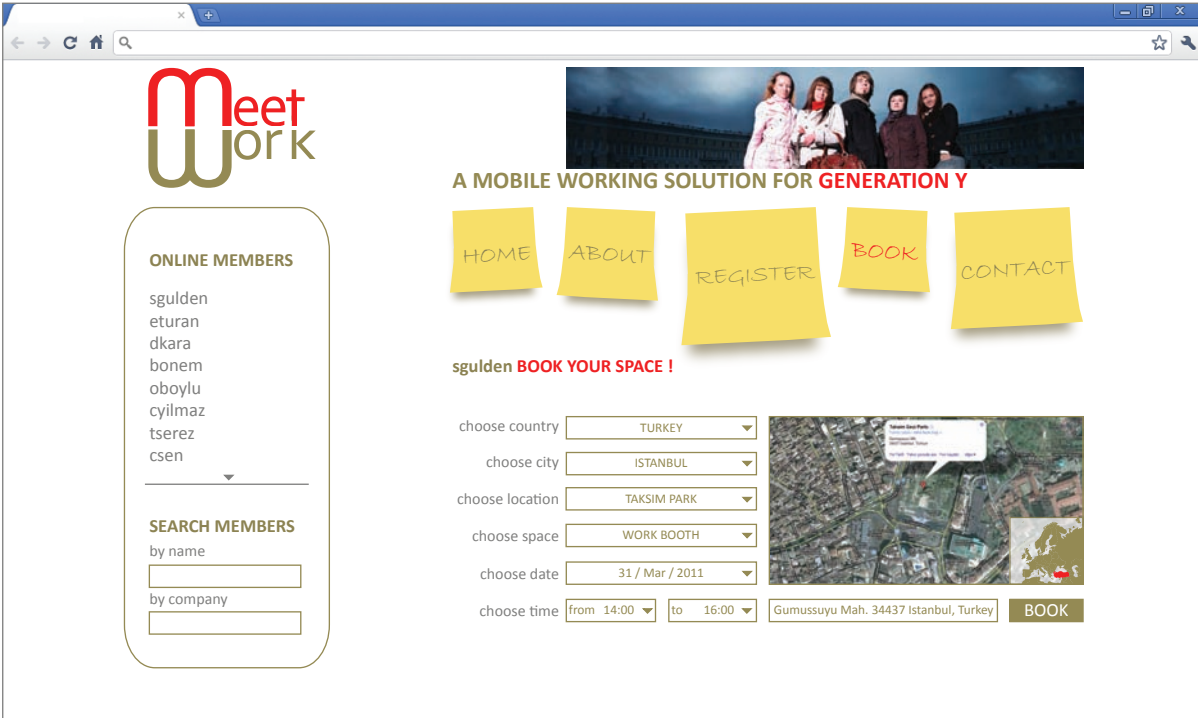
Figure 100

In the beginning, people may have two options. They can get either a 1-month trial membership or a premium membership which they pay on annual basis.
There may also be some membership promotions from time to time. The memberships can be done individually or the companies can register their employees and have a premium membership.

The booking for spaces and services is done using this digital platform. People can easily reach this platform from the PCs, laptops, smart mobile phones, etc.

The service is now thought to be located in the capital cities in Europe.

People can choose the country and the city in which they want to use the service. In some cities, there are several locations, so they can choose the most suitable location using the Google map view.

Then, people choose from the space options, either a work booth, a team space or a meeting space. When the date and time are chosen, the booking is ready to process.

After clicking 'book', people can also see the public transportation suggestions to reach the location on the confirmation page.

People have the possibility to see the online members using the service at that moment, or search to find the others by their names and by the companies they work for.
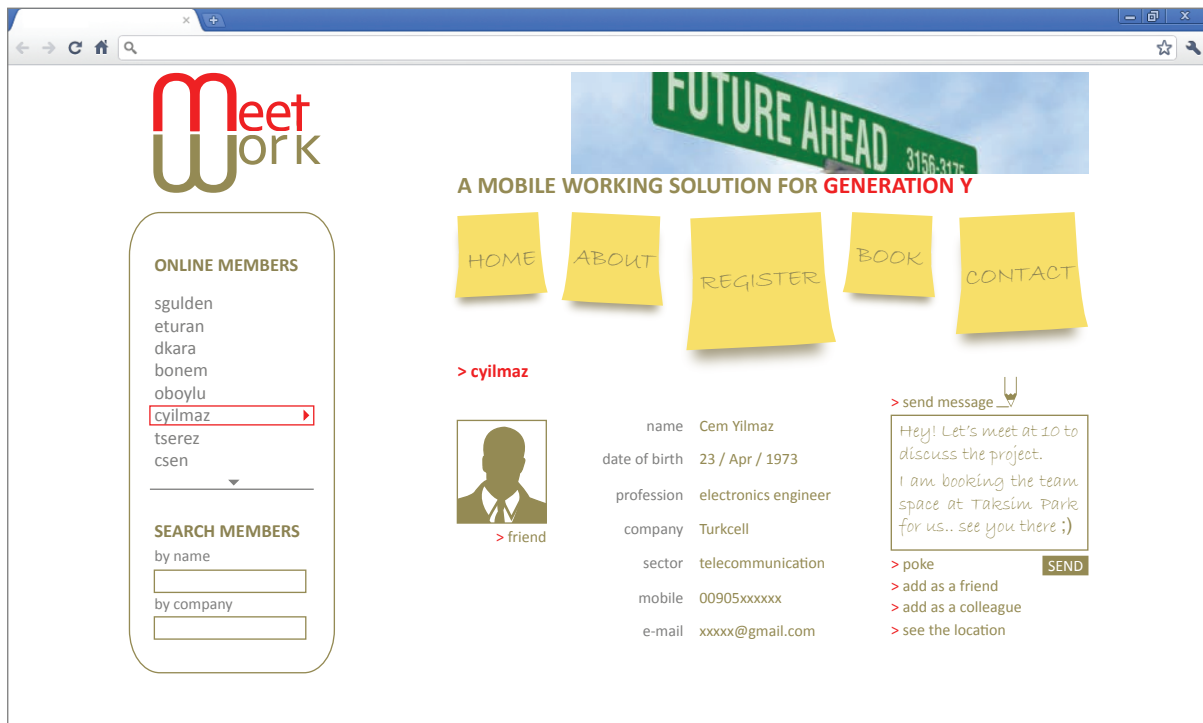
By clicking on the members, people can see their profiles. It is possible to send messages and poke them. They can also add each other as friends and/or as colleagues. People can easily arrange their meetings and team works by sending instant messages. It is possible to locate the members using the service.

The digital platform also should have a page which gives information about the whole service system, and another page to contact with the administratives for any help, questions, suggestions or complaints.

ID Card

After the registration process using the digital platform, all the members get an ID card. This card is used to enter and use the spaces, store personal and business data of the user and locate all the members using the service. The card is very neat with Meet&Work logo, the member's name and a unique registration number on a white PVC coat, just like the size of a credit card.

85 mm

54 mm

CEM YILMAZ
0123 4567 8901 2345

Figure 103

RFID technology is used in this card. Radio-frequency identification (RFID) is a technology that uses communication via radio waves to exchange data between a reader and an electronic tag attached to an object, for the purpose of identification and tracking. Most RFID tags contain at least two parts: one is an integrated circuit for storing and processing information, modulating and demodulating a radio-frequency (RF) signal, and the other is an antenna for receiving and transmitting the signal.(Wikipedia, 2011)

There are different kinds of RFID tags depending on the size of electromagnetic range and storage capacity. They can have high-range identification and multi-card read/write capabilities, which are mostly used in applications from access control, staff identifcation to customer loyalty programs.
It is foreseen that the RFID technology increase rapidly in our daily lives in the near future. (Wikipedia, 2011)

antenna

integrated circuit

Figure 104

Space

The spaces are mobile, and designed to be located in open environment. They are totally hi-tech and user friendly. There are three different worksettings offering three unique experiences.

Work Booths provide a concentrative individual workspace in a complete touchscreen and personalized environment. Two booths are designed to be attached together.

no. of work booth indicated

R166 G159 B129

entrance from glass sliding door

reflected glass

aluminum composite panel

R201 G196 B169

film coated glass

RGB 219
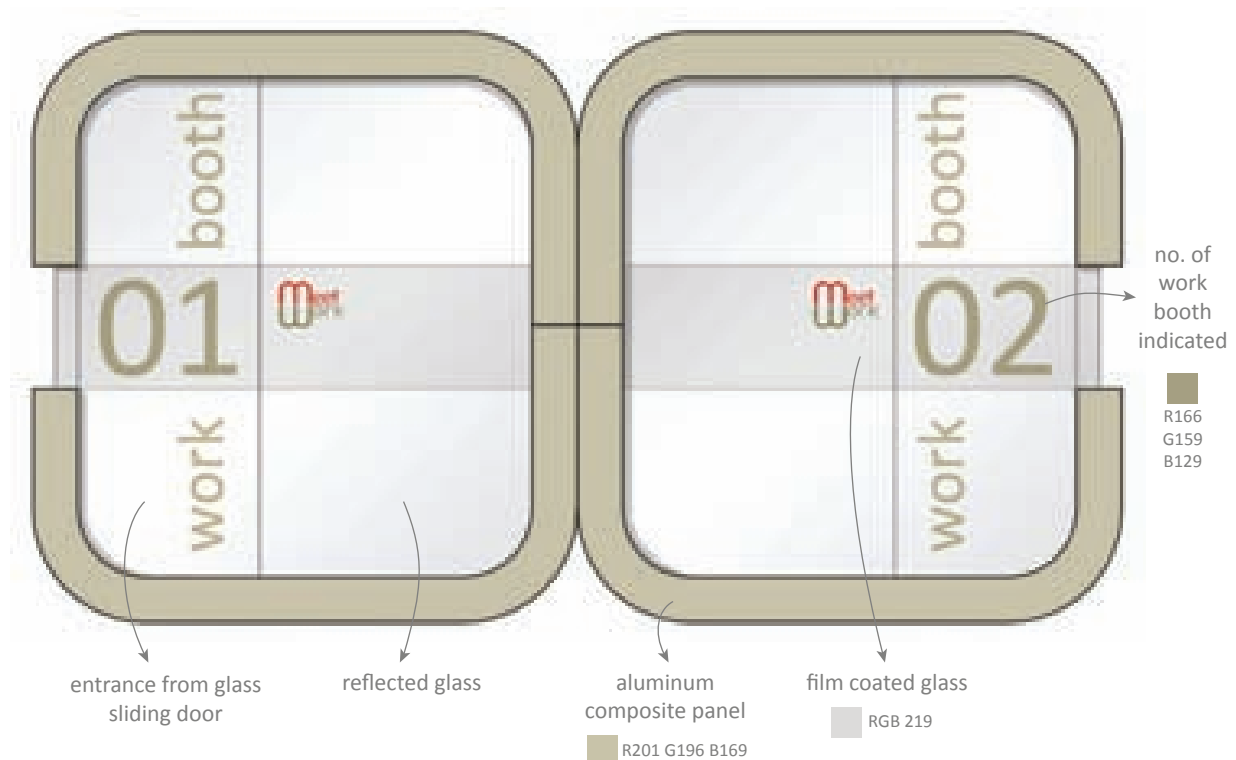
FRONT VIEW

Figure 105

Booths are totally covered with aluminum composite panels. They have reflected glass on both sides to get daylight as much as possible. Sliding doors controlled by the RFID cards are used to enter.

129

Booths offer a fixed seating and workspace with touchscreen technology. The touchscreen is activated by the RFID cards. The members can find their personal desktop as they left before. The display screen on the wall can also be personalized and work as a wallpaper with a background image, photos, notes, etc.

200 cm

220 cm

illuminated ceiling

seat fixed to the floor
50×45cm h:45cm

electric sockets
USB, TV/mic

workspace with OLED multi touchscreen integrated (140×80cm)
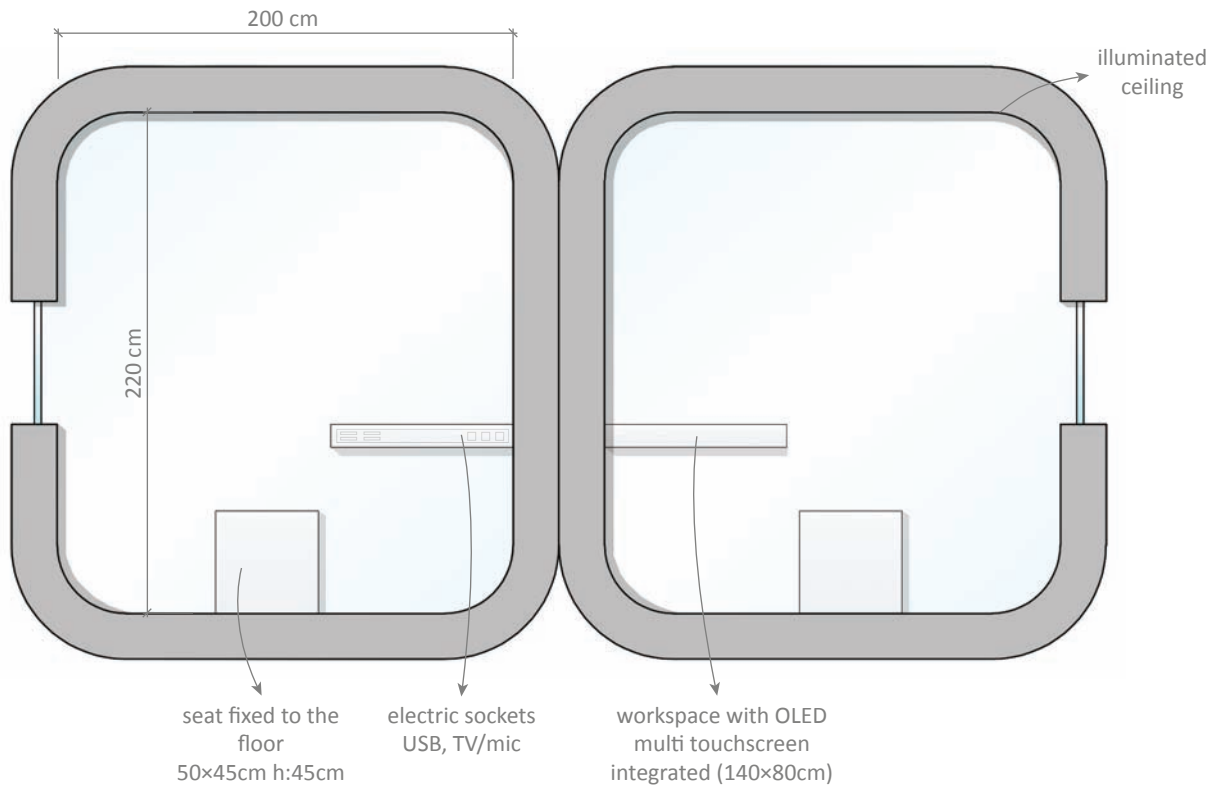
HORIZONTAL SECTION

Figure 106

It is possible for the members to work with their own laptops by easily disabling the touchscreen. They can use the electric sockets as well as USB, mic, earphone in/outs which are placed on the side of the workspace. Camera and microphone are also integrated to the display screen on the wall for video/tele conferences.

aluminum composite panel

reflected glass

214 cm

OLED display with multi touchscreen cam&mic integrated

OLED display on wall (200×190cm)
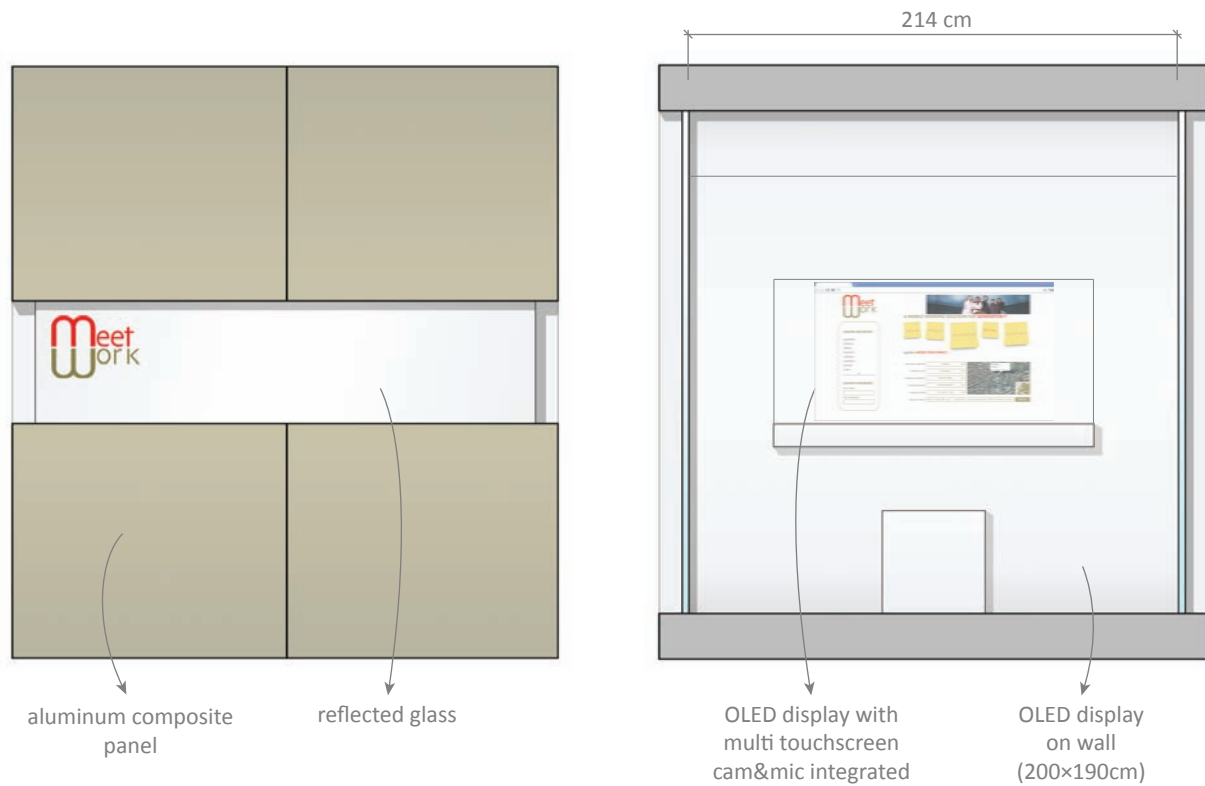
LEFT SIDE VIEW & VERTICAL SECTION   Figure 107

The security of the service is controlled by the RFID system. The sliding doors are locked and unlocked by the RFID cards of the members.

90 cm

entrance from glass
sliding door

aluminum
composite panel

Figure 108

Technical detailed drawings can explain clearly how the spaces are constructed, which materials and colors are used, and what the dimensions are.
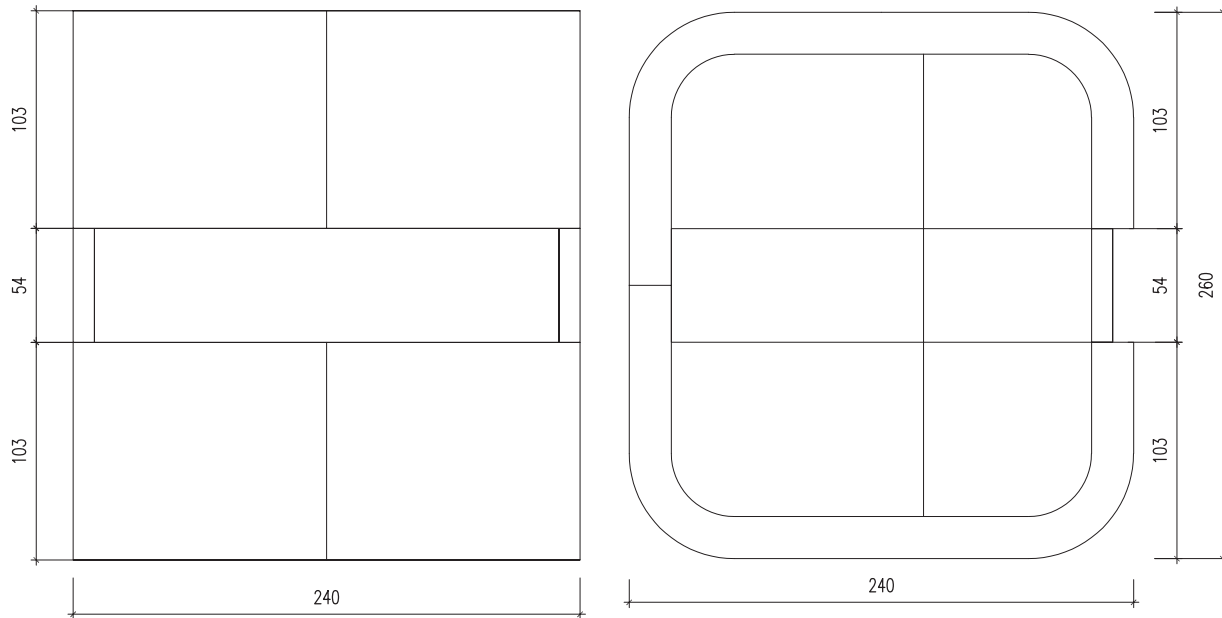
Drawing 7

The exterior is made from Alucobond © - aluminum composite panels - cladded to the aluminum profile structure inside. It is a composite panel consisting of two aluminium cover sheets and a plastic core. Its structure results in an impressive strength-to-weight ratio, even when comparing large panel sizes. Despite its low weight, which makes it easy to transport and handle in the factory and on site, its rigidity and high strength make the panels keep their shape and remain flat, even when exposed to extreme temperature changes. During its life cycle, no substances containing CFC are set free at any time. The core material does not contain any nitrogen, chlorine or sulphur. Therefore, it is suitable for environmental-friendly projects. (Alucobond, 2010)

thickness 4 mm
0.5 mm aluminum
plastic core
0.5 mm aluminum
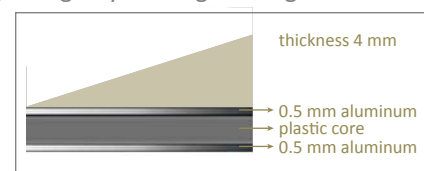
Figure 109
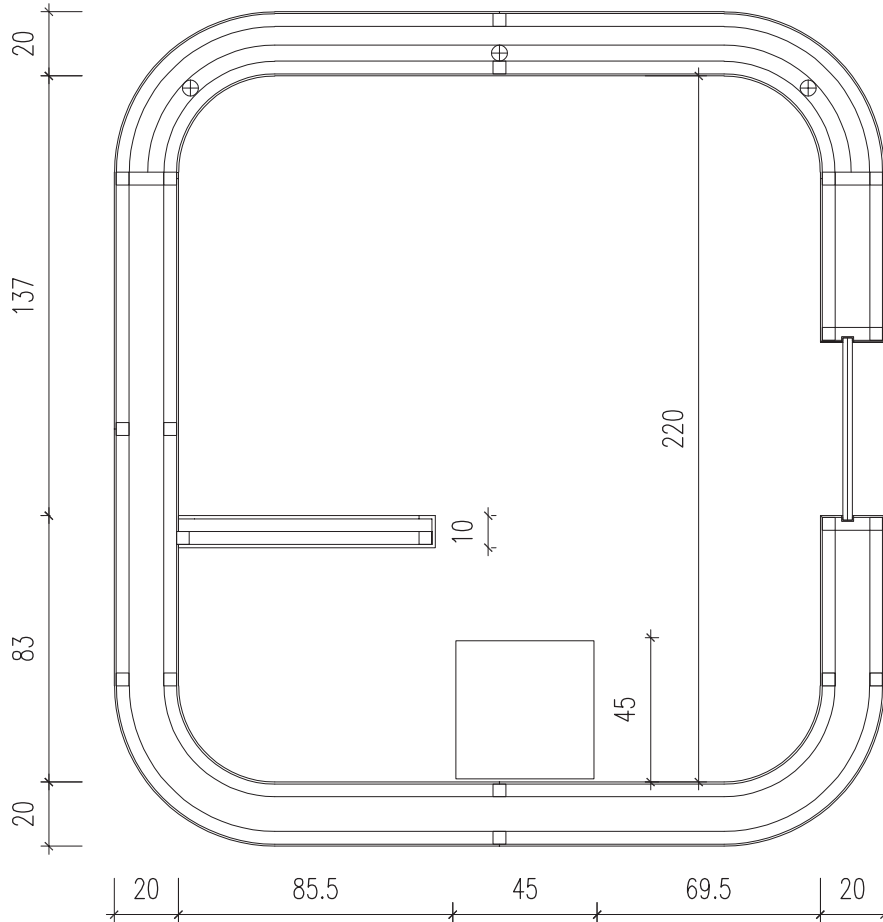
These panels are also weatherproof, can be folded and bent easily and fully recyclable. They might have width up to 2 m and length up to 6 m. Alucobond © anodized look series are to be used in the exterior of the spaces which give a satin-smooth metal look.

color C31
anodized look series
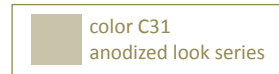
The structure inside is constructed from 5 cm aluminum profiles welded each other to create a wall of 20 cm. Recyclable polystyrene boards are placed in the middle for insulation.
Inside the space, there are white anodized look panels.

color C0/EV1
anodized look series

FRONT SECTION   Drawing 8

Figure 110

OLED (organic light emitting diode) display technology is used on the wall (200×190cm) and on the workspace (130×85 cm). OLED display is a thin film of organic compound (5 mm) which emits light in response to an electric current and functions without a backlight. It is lighter, thinner and more flexible than other display technologies.

Its construction is easier , cost less and can be made in bigger dimensions. It has 170° angle of vision, faster response time and better power efficiency. (Wikipedia, 2011)

The workspace has capacitive touchscreen panel on OLED display.

140

45

83

10   84.5   45   84.5   10

214

LEFT SIDE SECTION   Drawing 9
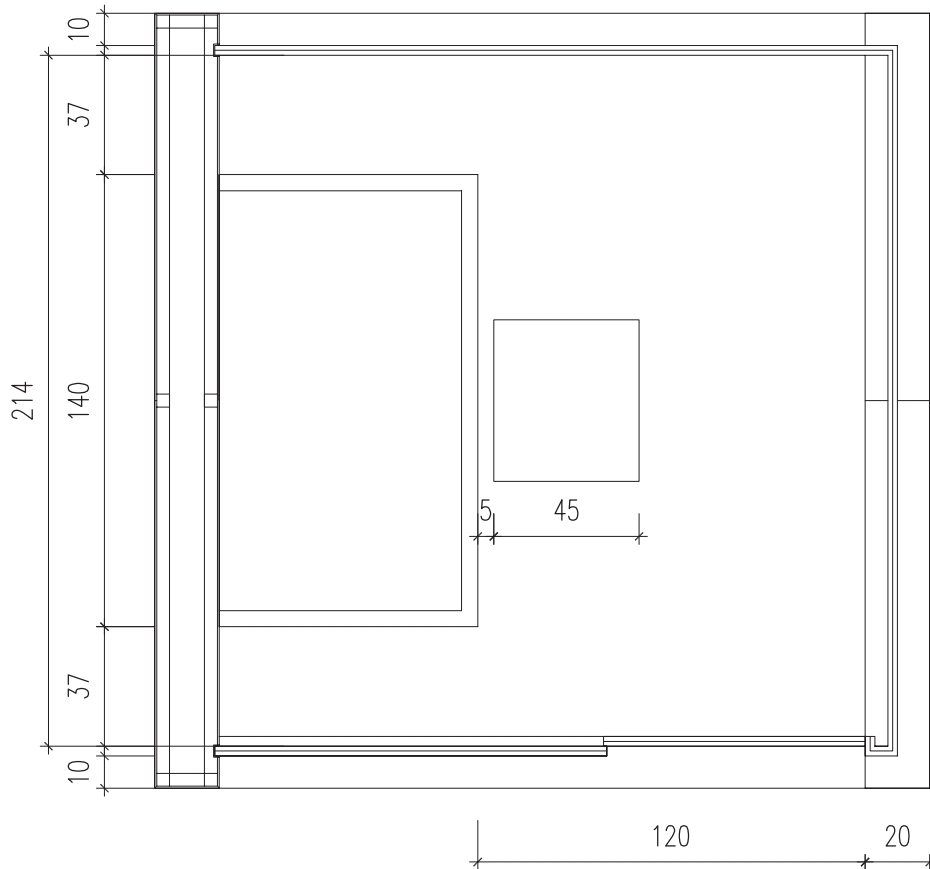
A touchscreen is an electronic visual display that can detect the presence and location of a touch within the display area. A capacitive touch screen panel is coated with a material that stores electrical charges. When the panel is touched, a small amount of charge is drawn to the point of contact. Capacitive touch screens are not affected by outside elements and have high clarity. (Wikipedia, 2011)

The seating and the desk are also made from aluminum composite panels (white anodized look), fixed and structured by aluminum profiles.

Reflective glass which has a special metallic coating to prevent subject from seeing through glass, also to reduce sunlight and solar heat, is used. The glass is double-glazed (two glass panels with sealed gas between them) to reduce heat transfer and provide noise control.

PLAN   Drawing 10

The space is lighted by Barrisol system which uses a translucent PVC sheet enlightened by a high source and stretched through the celing. Flourescent tubes are used as the light source. (Barrisol, 2009)

Figure 111

The sliding door and the glass window have hidden frames integrated inside the wall structure. The top hung hidden gear sliding door locked and unlocked with RFID card system.

Team spaces provide an interactive team work in a complete touchscreen space to share and exchange ideas instantly, with personalized workspaces for every individual worker. Two team spaces are designed to be attached together.

space 01 team

space 02 team

400 cm

220 cm

fixed seat
w:45cm h:45cm

electric sockets, USB,
TV/mic on inner seat

workspace with OLED
touchscreen (120×120cm)
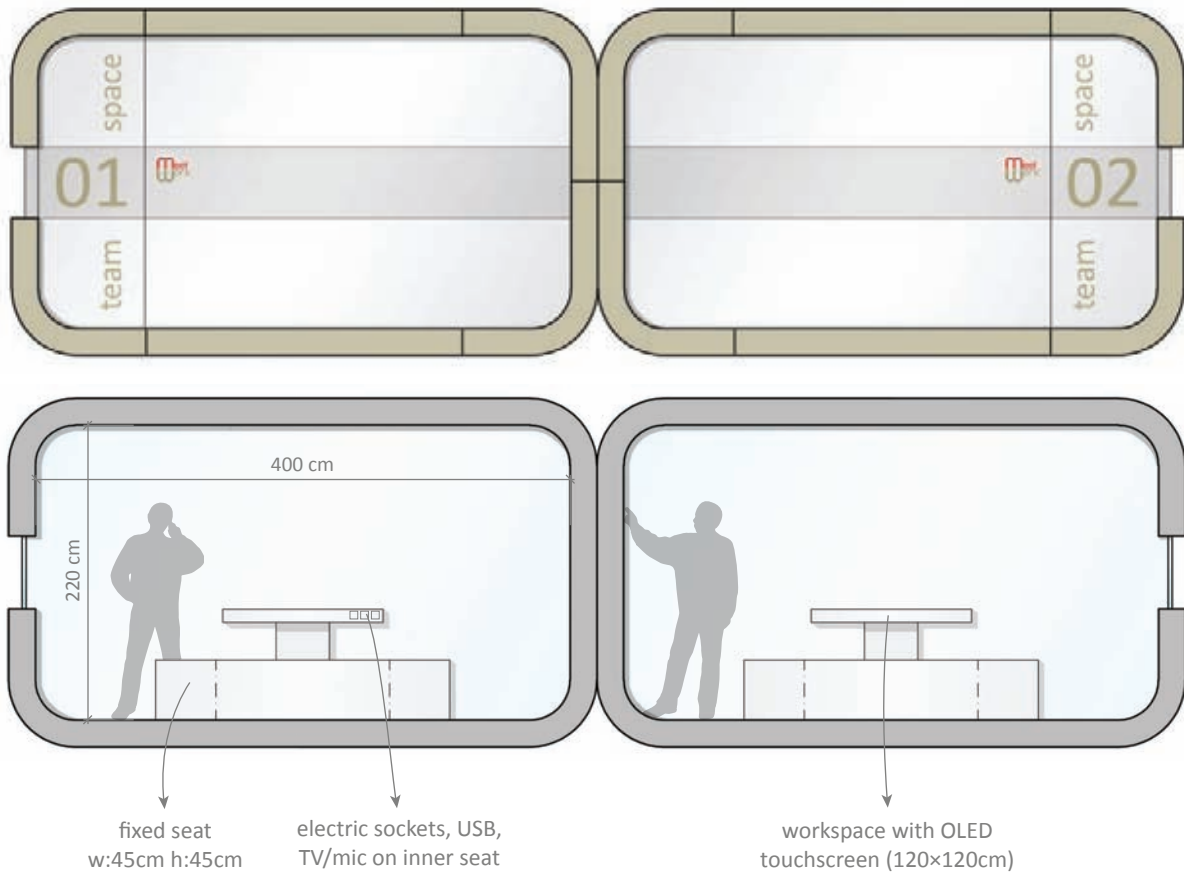
FRONT VIEW & SECTION   Figure 112

Team space offers a fixed ring-style seating and a desk in the middle with touchscreen. The members can use the desk all together as a team workspace or as desktops for everyone personalized with their data, by activating it with their RFID cards.

The OLED display with touchscreen on the wall may act as a team workspace, a presentation board, or as a video/tele conference unit. The desk and the wall screens are all connected. Images and files can be transfered with the move of a finger tip.

The screen on the wall can also play a role to give the sense of belonging to a company. It can be done by a background image, company's logo, some words from company's vision, or even some music.

The space can fit up to 8 workers. Every team member has the possibility to have a customed workspace size on the desk. They can also use their own laptops, the electric power to charge them, USB/mic/earphone jacks, etc.

Video camera, microphone, and speaker are all integrated to the wall and the desk to be able to make video or teleconferences.

220 cm

PLAN   Figure 114

Technical detailed drawings of the team space are as follows:

detail 1

detail 2

103

54

260

103

440
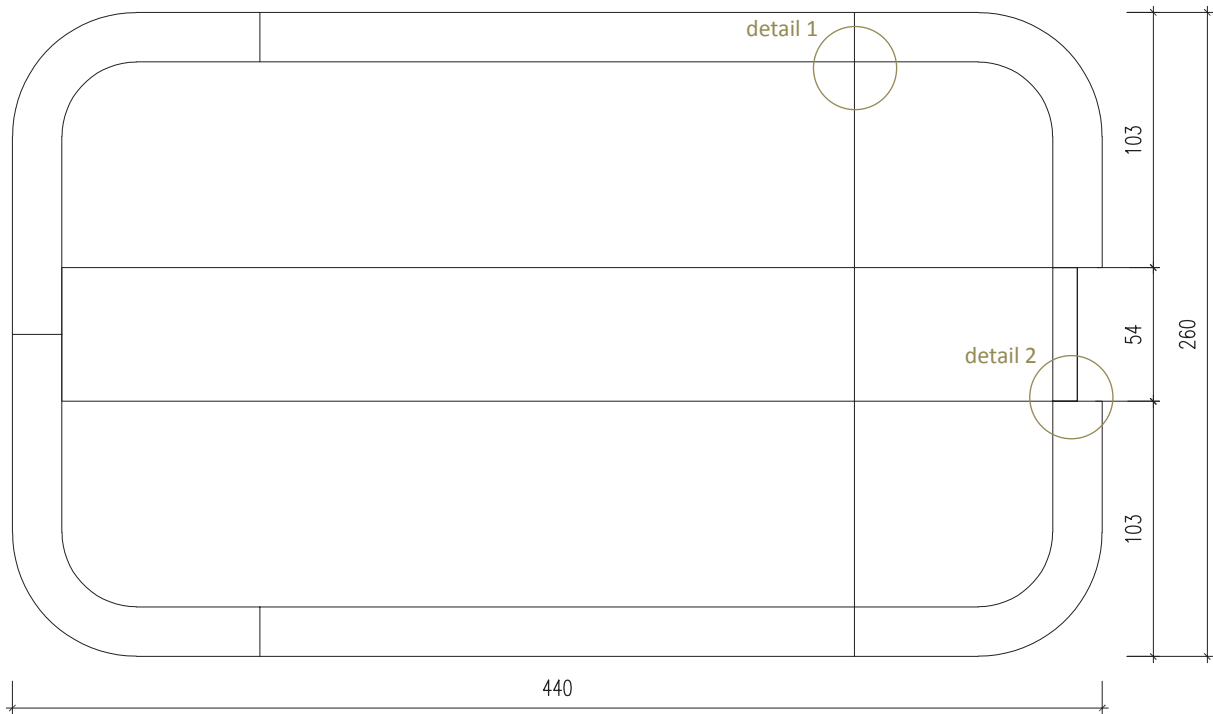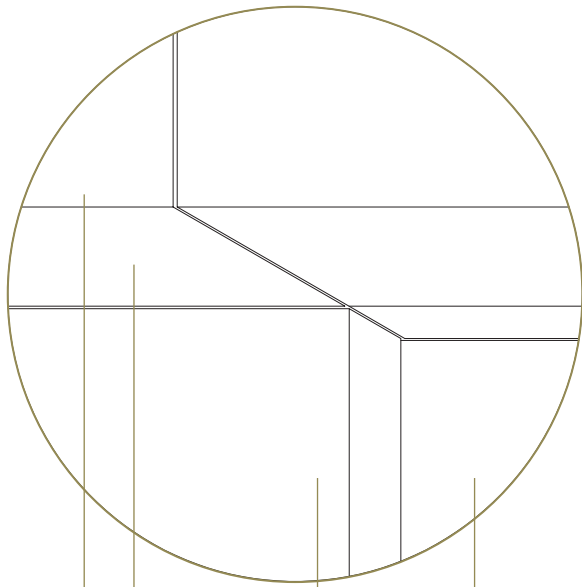
aluminum composite panels   reflective glass   sliding door
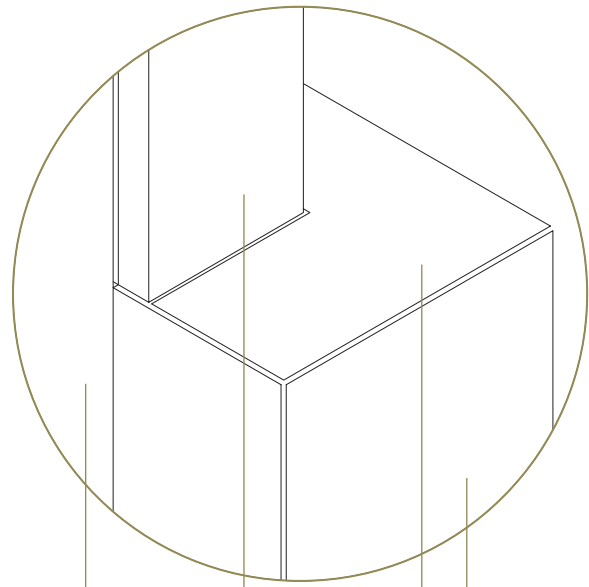
sliding door   reflective glass   aluminum composite panels

detail 3

detail 4

20

137

83

20

220

10

45

20 90 45 130 45 90 20
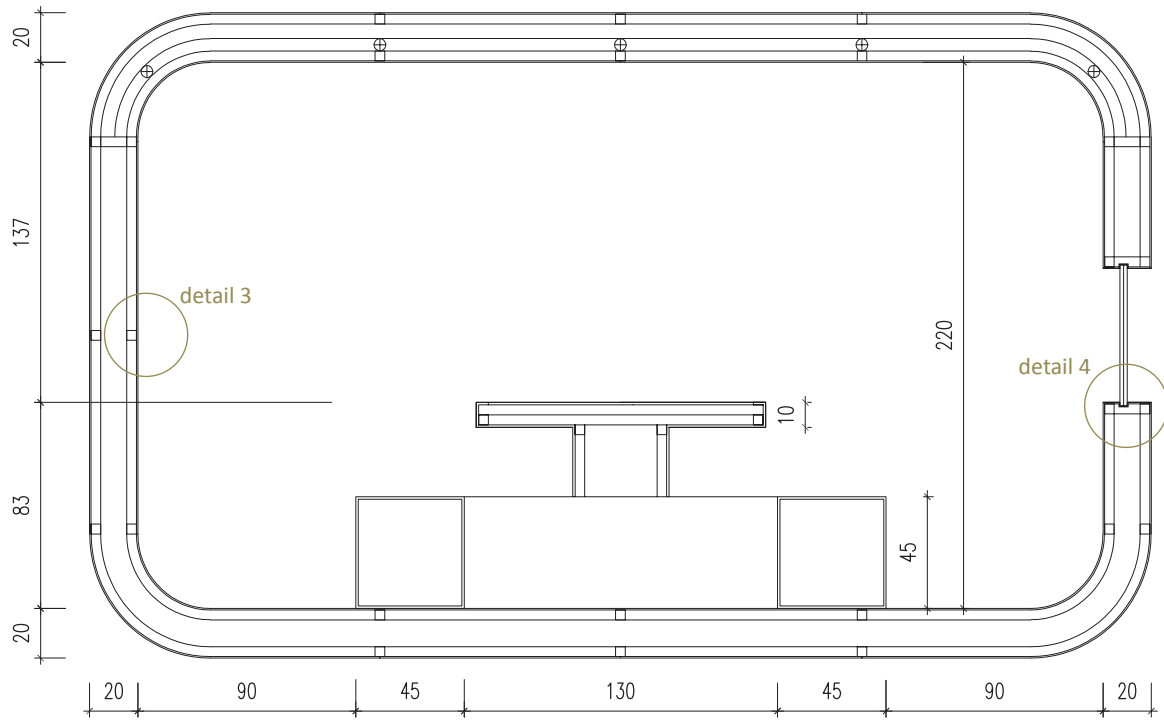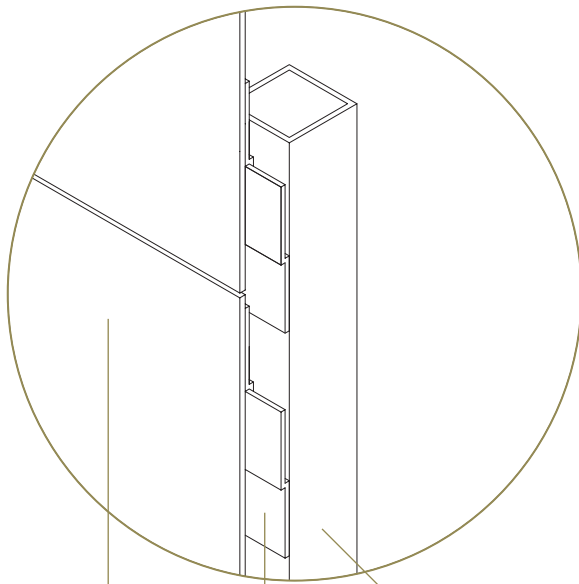
aluminum
composite
panels
(4 mm)

clamps to
hang the panels

aluminum profile
(5×5 cm)
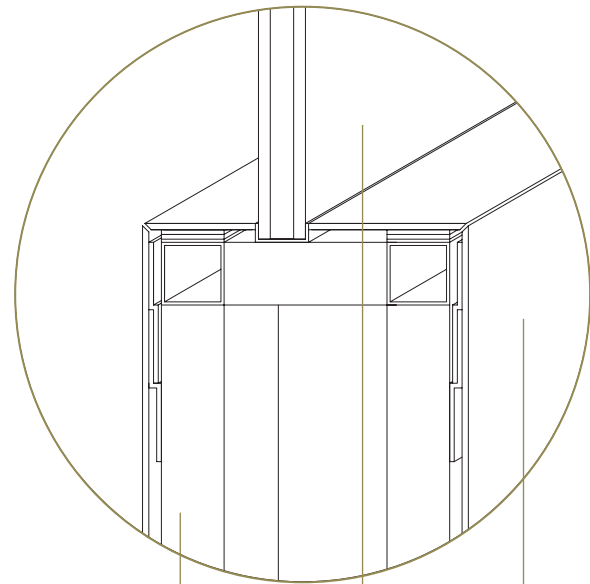
aluminum profile
(5×5 cm)

double glazed
reflective glass
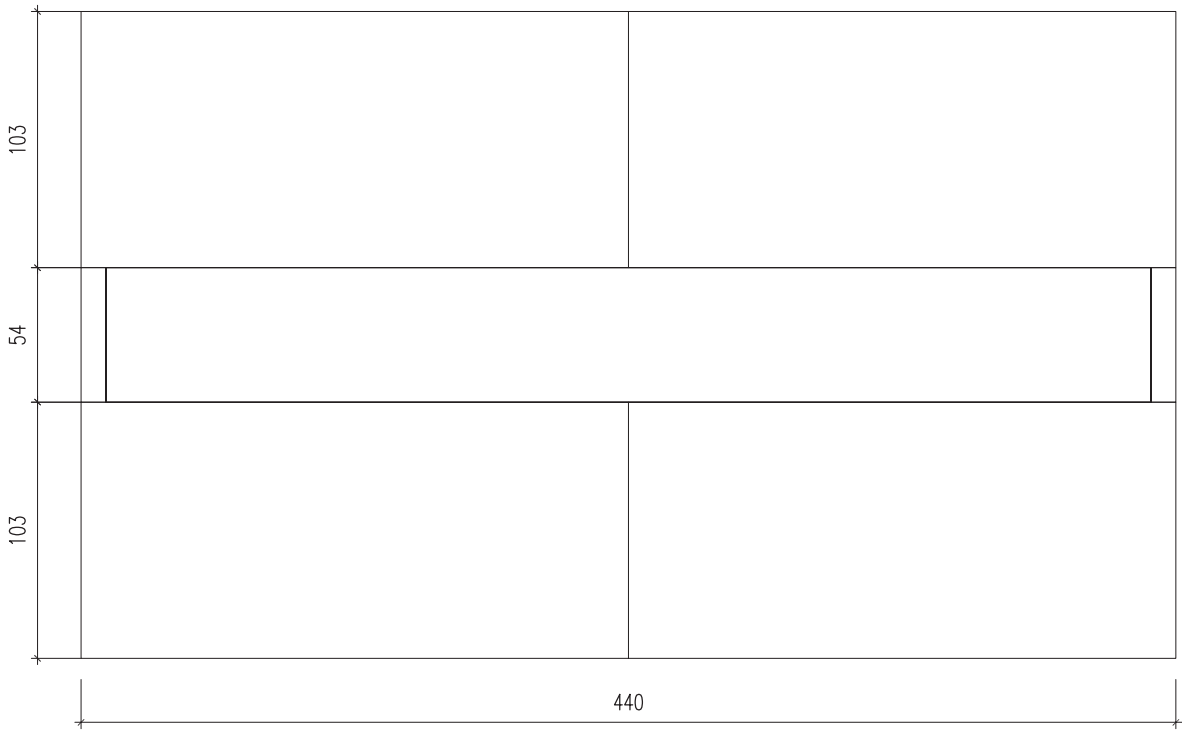
aluminum
composite
panels
(4 mm)

103

54

103

440

120

45

83

10 97 220 97 10

414

detail 5
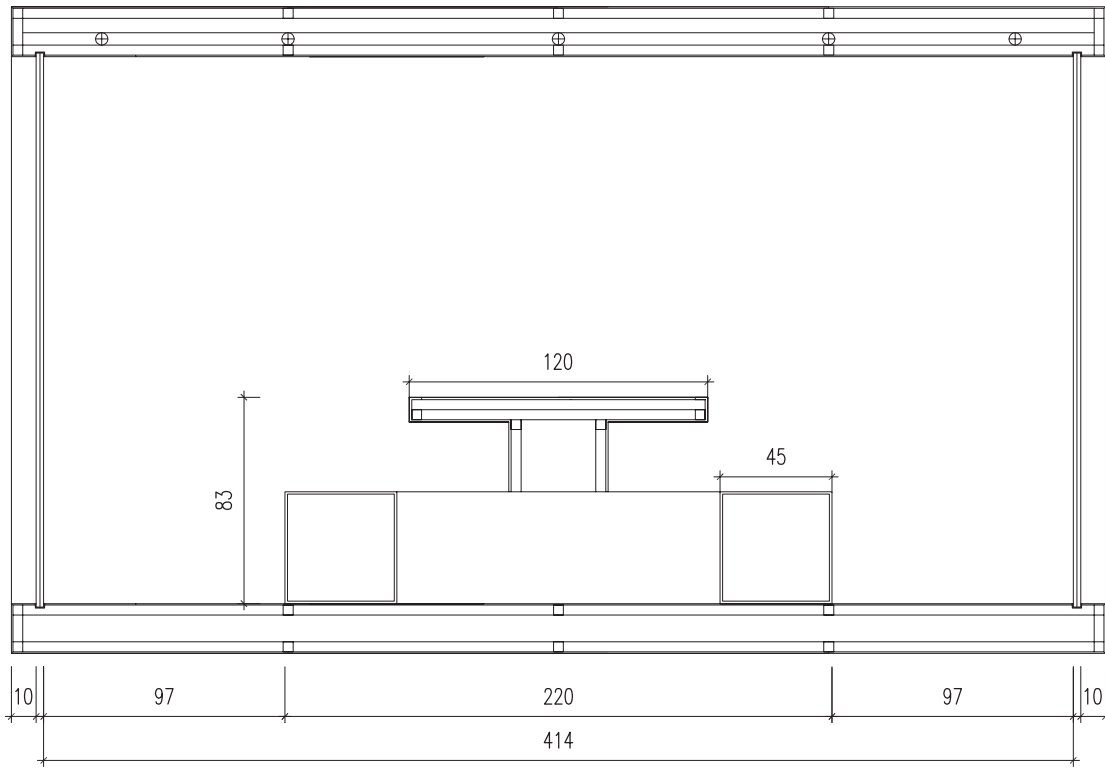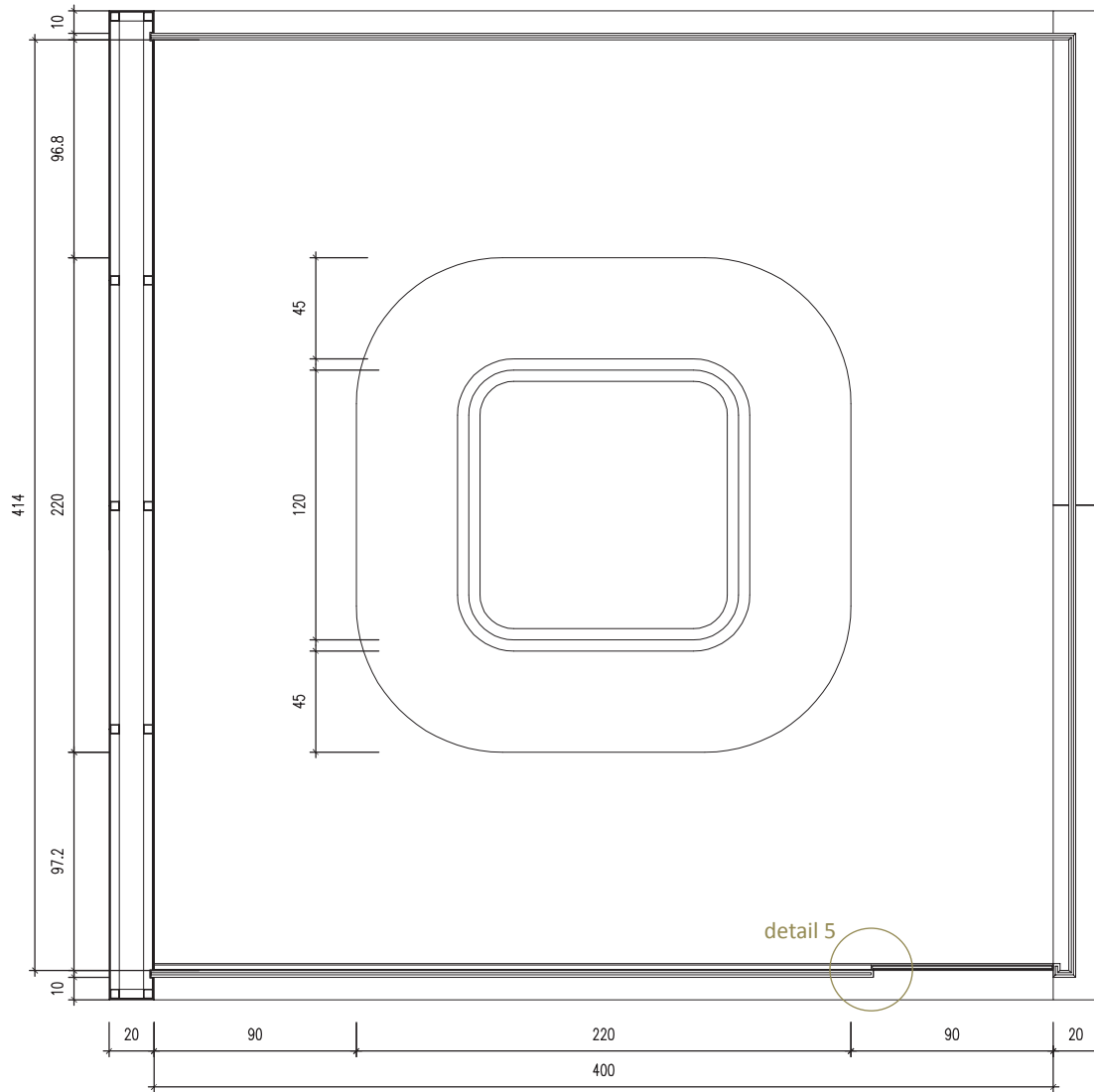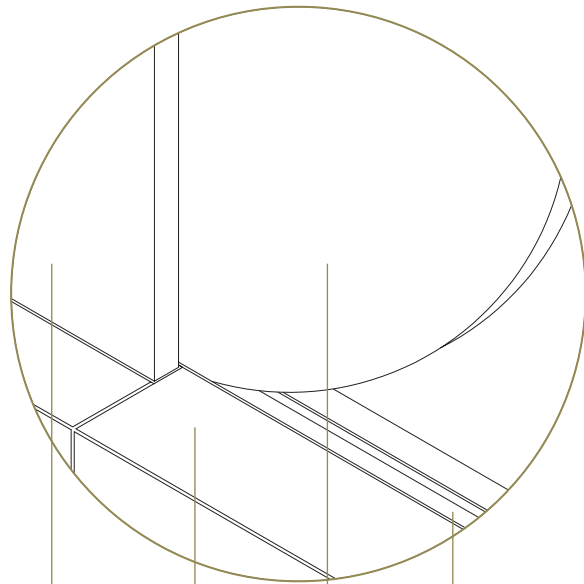
double glazed
reflective glass

aluminum
panel
(4 mm)

sliding door
entrance

sliding
door track

Meeting spaces provide a hi-tech meeting either formal or informal in a complete touchscreen environment which can be customized according to company data, with personalized workspaces for every individual worker.

FRONT VIEW & SECTION

fixed seat   plug, USB, TV/mic   workspace with touchscreen (250×120cm)
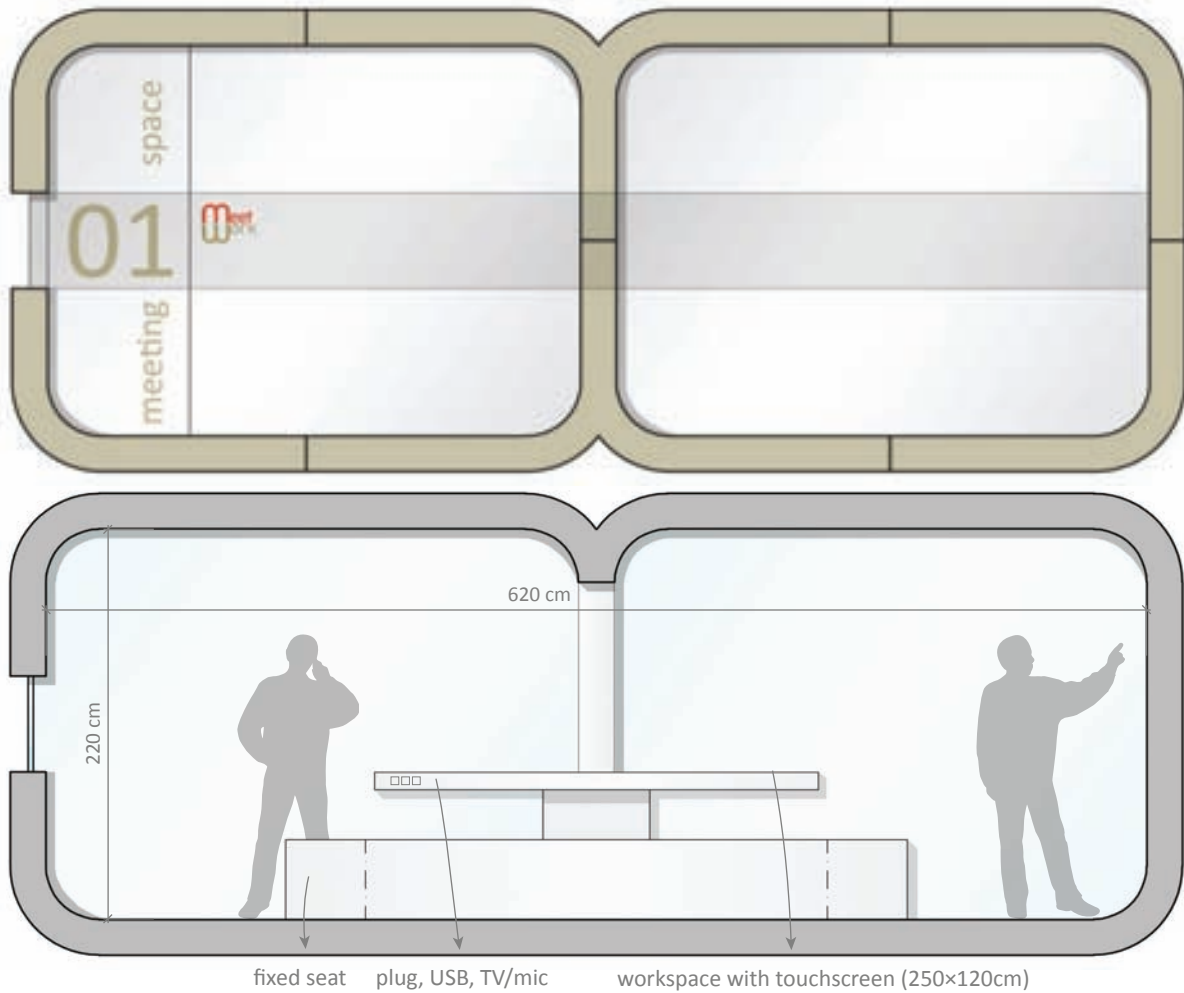
Figure 115

Meeting spaces are designed as two spaces combined together. They may fit up to 12 workers, and offer a fixed ring-style seating and a desk in the middle with touchscreen.

414 cm
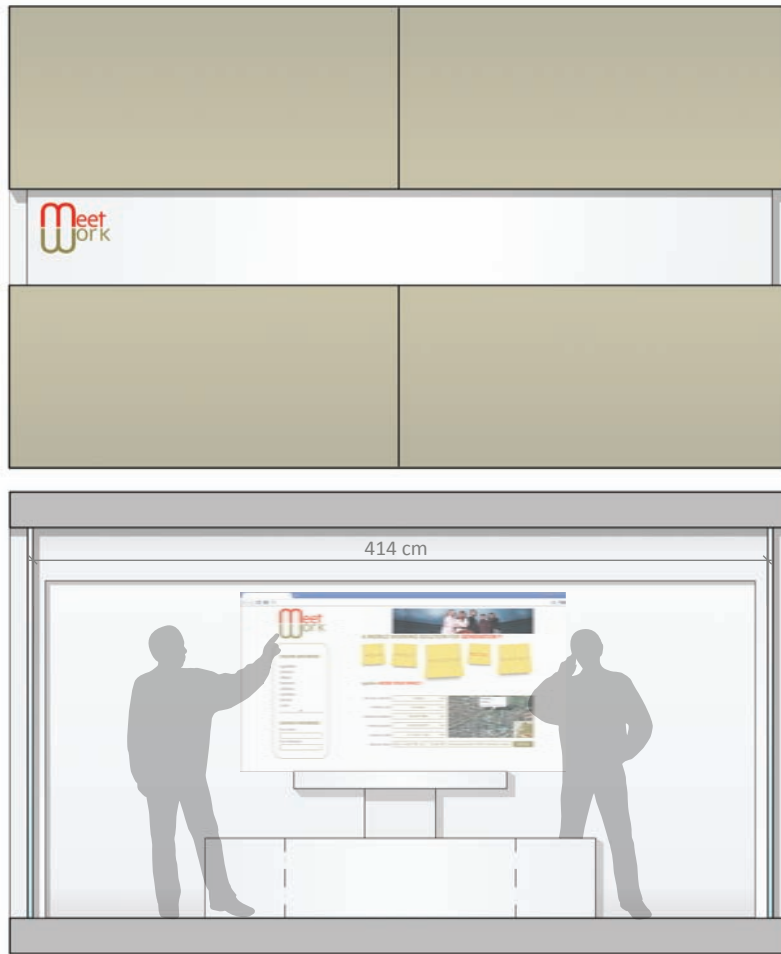
The wall has OLED touchscreen feature on both sides, and can be used in various purposes.

Figure 117

The company atmosphere can be created. Video and teleconferences are all possible.

Every worker has the possibility to have a customed workspace size on the desk. They can also use their own laptops, electric plugs, USB/mic/earphone jacks, etc.

Technical detailed drawings of the meeting space are as follows:
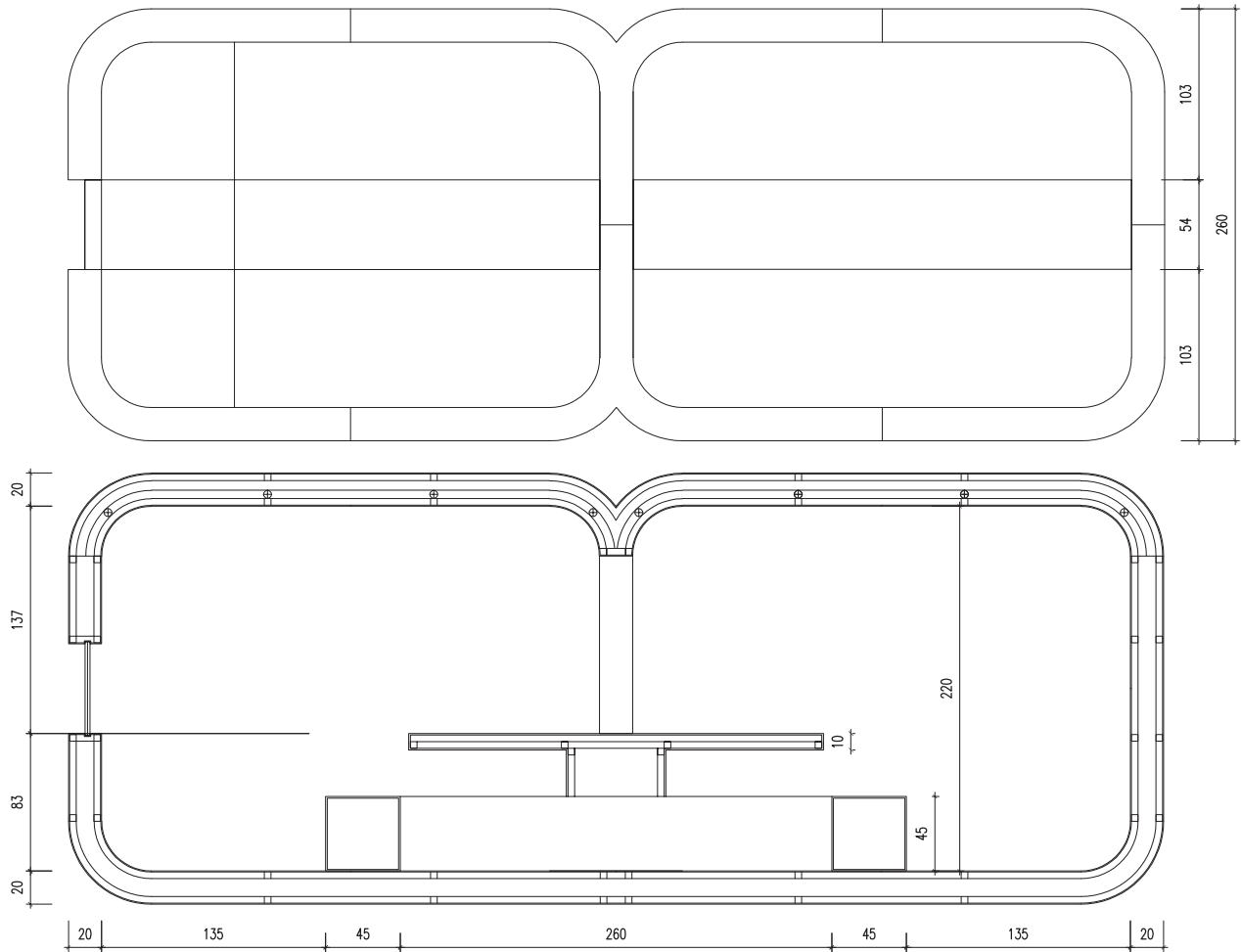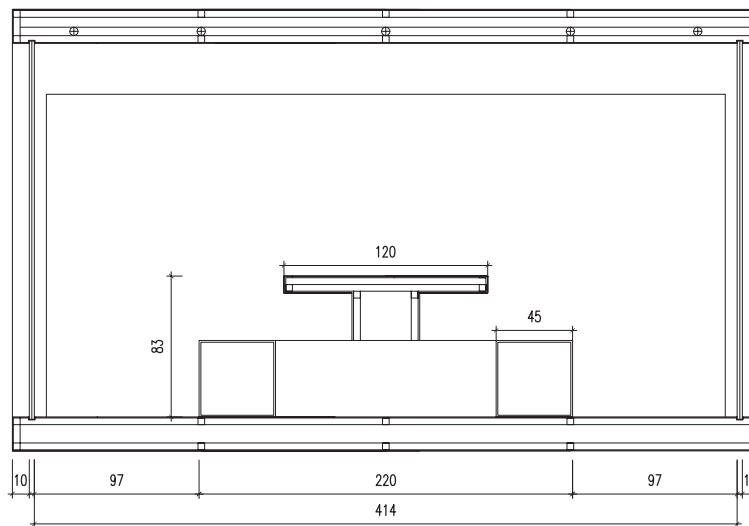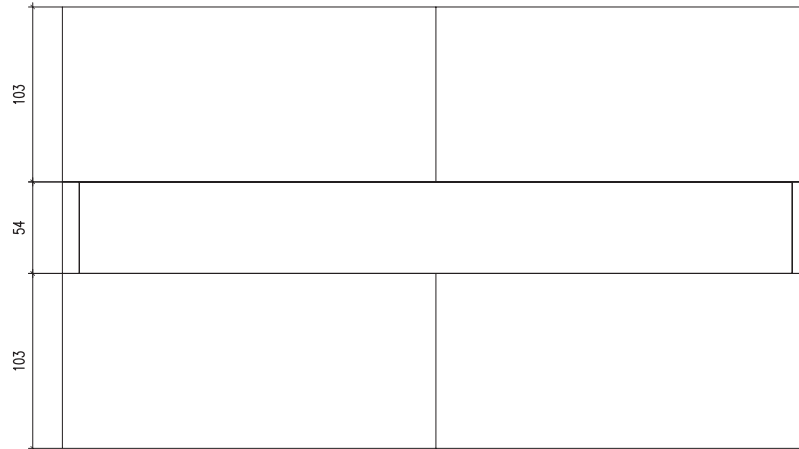
Drawing 19

LEFT SIDE VIEW & SECTION
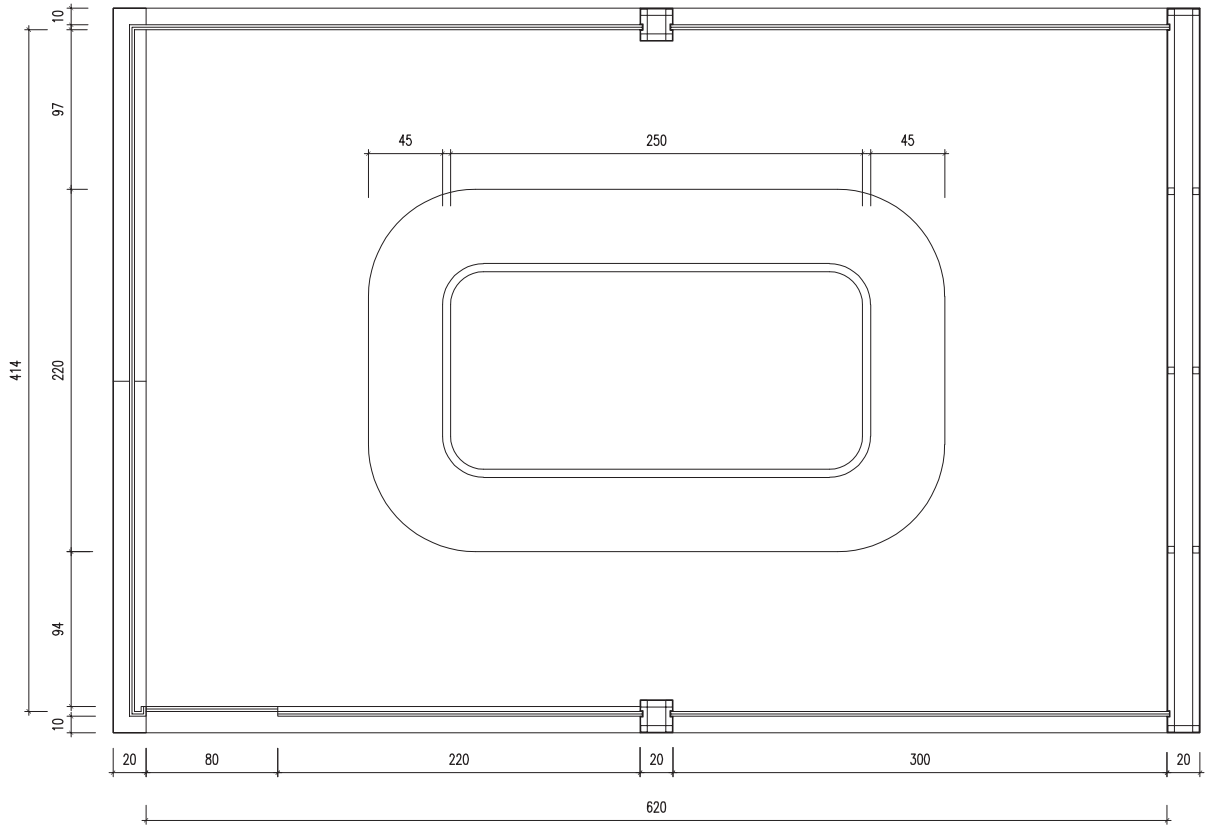
Location

The research and the survey, on which this thesis project depends, have been held mostly in Europe especially in Turkey and Italy. 75% of the respondents in the "Generation Y survey" are from Turkey, so it would be better to choose a location in Turkey to make the application study of the project.

Meet&Work spaces are to be located in open urban environments where Generation Y workers can reach easily by walking or public transportation.

Istanbul is the biggest metropole in Turkey, and Taksim Square is the center of Istanbul. There is a park called **"Taksim Park"**, just next to the Taksim Square which has a free rectangular area of 960 m² (40×24 m). Taksim Park can be reached easily from everywhere in Istanbul by metro or bus.

The area in Taksim Park can fit up to 4 meeting spaces, 14 work booths and 6 team spaces. The numbers may change according to the arrangement of the spaces. In this location, Work&Meet can serve up to 14 people in work booths, 48 people in meeting spaces, and 48 people in team spaces. Totally, 110 Generation Y workers benefit from the service.

Another location for Work&Meet can be Piazza Duomo or Parco Sempione in Milan, Italy.
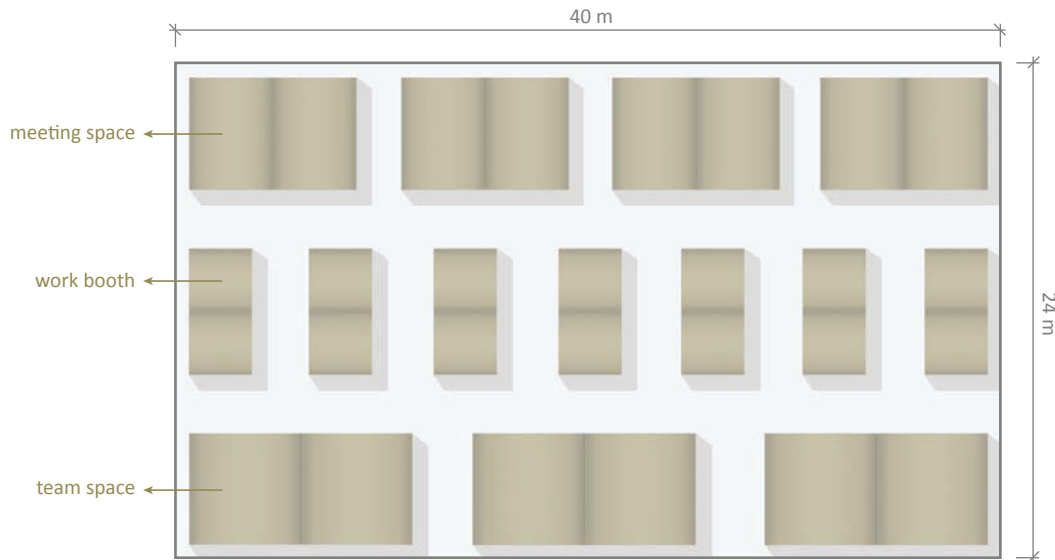
PLAN - one example of space arrangement in Taksim Park in Istanbul, TURKEY   Drawing 22

Taksim Park: Gumussuyu Mh. 34437 Istanbul, Turkey

Meet & Work space in 360 degrees

a view from the area in Taksim Park that Meet & Work would be placed
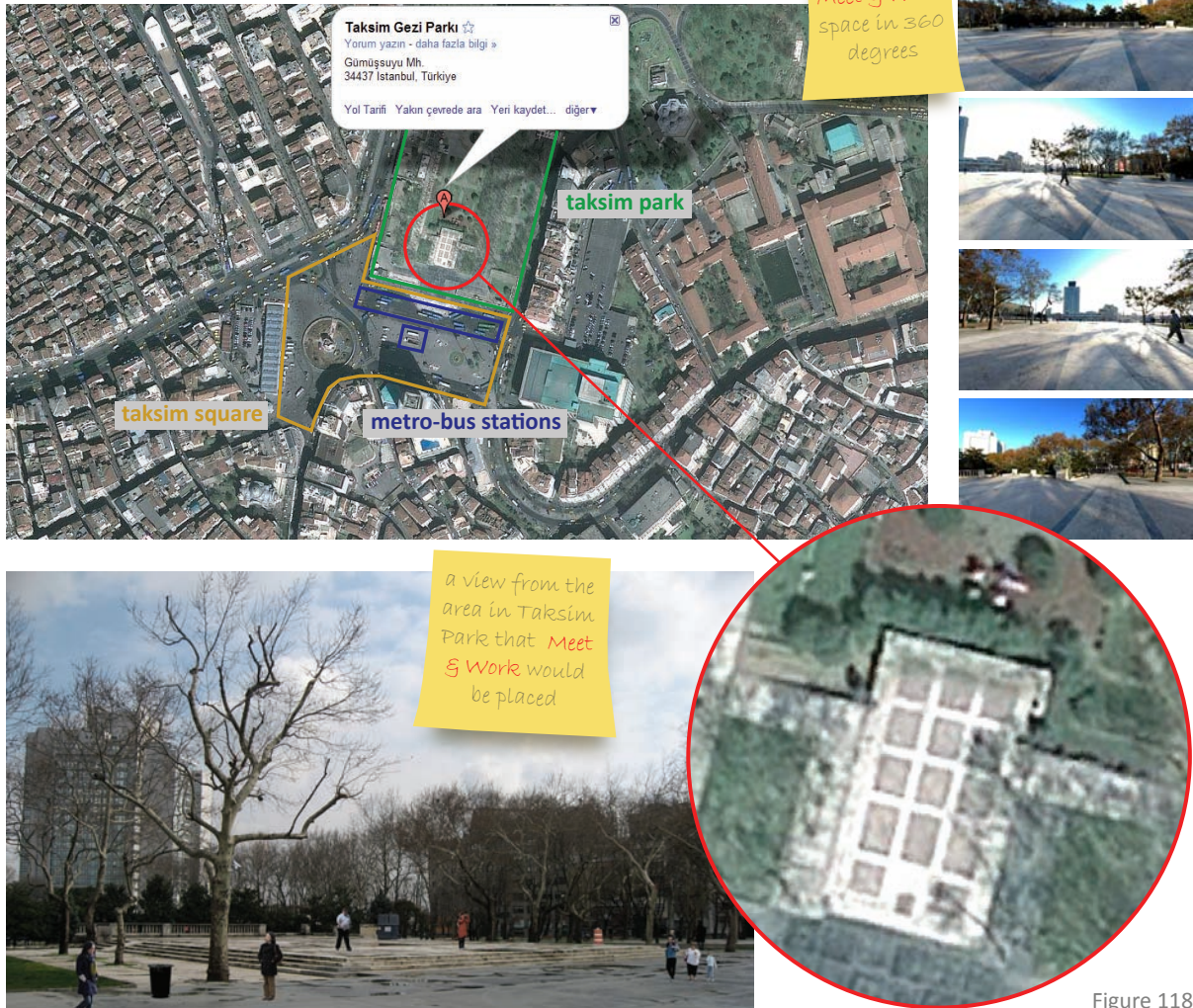
Figure 118

USER EXPERIENCE

In this final part of the thesis project, the journey of the whole experience of Meet&Work is gone through, step by step. The experience is detailed on model users and takes place in Istanbul, Taksim Park location in Turkey.

User profiles
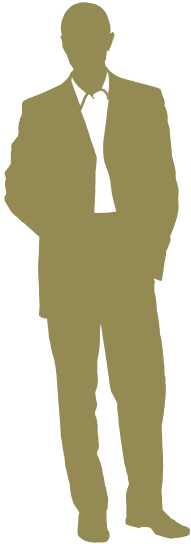
name: **Ali Tekin**
age: 28
profession: architect

Ali is a typical Generation Y, always follows up the new services, systems and technologies. He has known and is already a member of Meet&Work for a month. He is successful architect, living in Istanbul and working in an international architecture company.

He is mostly out of office, going from one meeting to another with the clients. He finds it always difficult to find a suitable, available space to meet with the cllients and the colleagues; and work in-between meetings.

name: **Eda Aksu**
age: 23
profession: interior designer

Eda is also a Generation Y, but she has just graduated, and is new in business. She has been working in the same company with Ali for a month. They are partners in various projects of the company.

She has just decided to try Meet&Work with the suggestion of Ali.
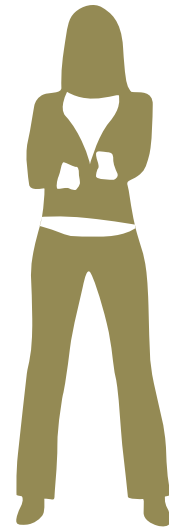
Figure 119

Registration - being a member

Eda is in her office while she is entering the digital platform of Meet&Work. When she enters the website, she first begins to register by giving her full personal and business information. After she fills out the form, she encounters that Meet&Work offers three options for membership. She thinks it is better to try the service for a month first; then if she is delighted and satisfied with it, she would continue with the standard membership. So, she choses the one-month trial membership. After she clicks register, everything is ready to perform the payment and be a member.

The next day, she gets the ID card which she needs to use the service securely, and store her data. The card is sent to the address and arrives in time period which are specified by her in registration process.

After being a member of Meet&Work, Eda starts surfing in the website and reading about the service, the spaces, the locations, new technologies, Generation Y, etc. to get a more detailed information.
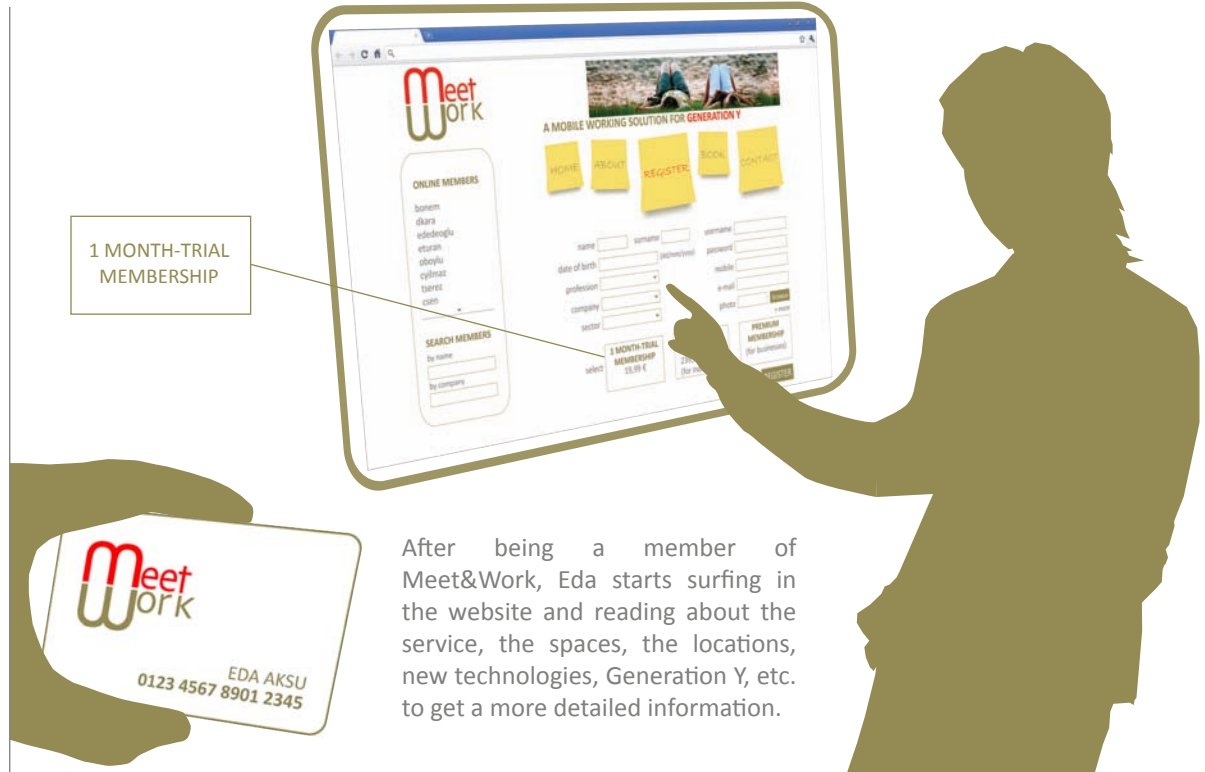
Figure 120

Work Booth - first experience

Next week, Eda and Ali arrange a meeting with their clients to make their presentations about the initial concept design for the hotel project in Italy. The clients are coming from Milan so Eda and Ali book their rooms in a hotel close to Taksim Square, in that case they would be able to use Meet&Work meeting spaces in Taksim Park location. The week before the clients' arrival, Eda and Ali are both very busy, running from one place to another in Istanbul. Eda books the Meet&Work work booth in Taksim Park for the first time in-between meetings to spend some more time working on the hotel project, using her tablet PC. She set the time from 3 to 5 in the afternoon.

Booking confirmation for Eda Aksu:
Istanbul
Taksim Park
work booth 02
31 March 2011 from 3 to 5 pm

At 3 pm, Eda is in front of the work booth number 02 which is assigned to her after the booking, and she is with her ID card.
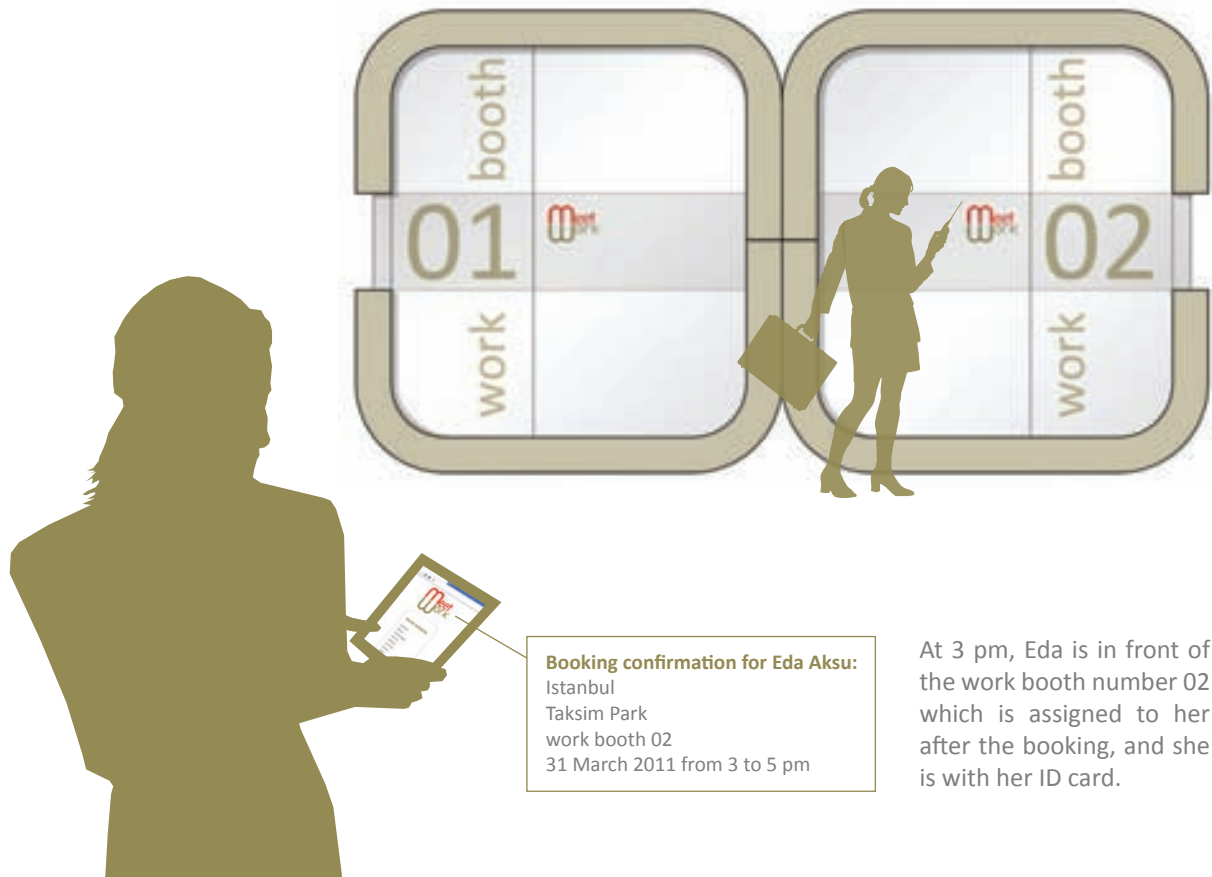
Figure 121

When Eda arrives at the work booth with her card, the system recognizes her and the sliding door opens automatically.
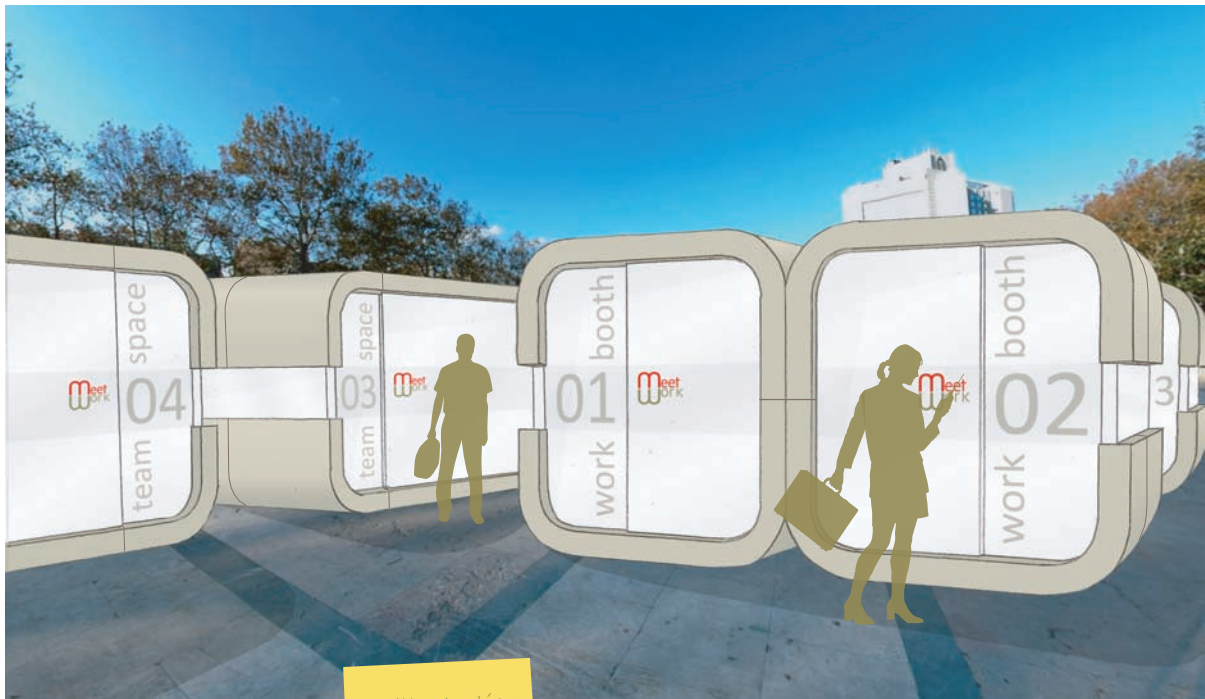
an illustration of **Meet & Work** Taksim Park location

Figure 122

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When she goes inside, the door closes and lockes itself. The space is very simple, all white; a workspace with touchscreen feature and a fixed cubic seating. The screen on the wall and the workspace welcomes her. The system asks Eda to personalize her workspace. She has the possibility to set a background image for the wall, put some photos or notes on it.

Figure 123

Eda may upload her files to the workspace by using the USB ports on the side, and work on her touchscreen desk; or she also has the possibility to work on her own laptop by plugging it to the electric sockets. She choses to work on the touchscreen. She sets a seaside image on sunset to the background. She uploads her drawing files and starts working.
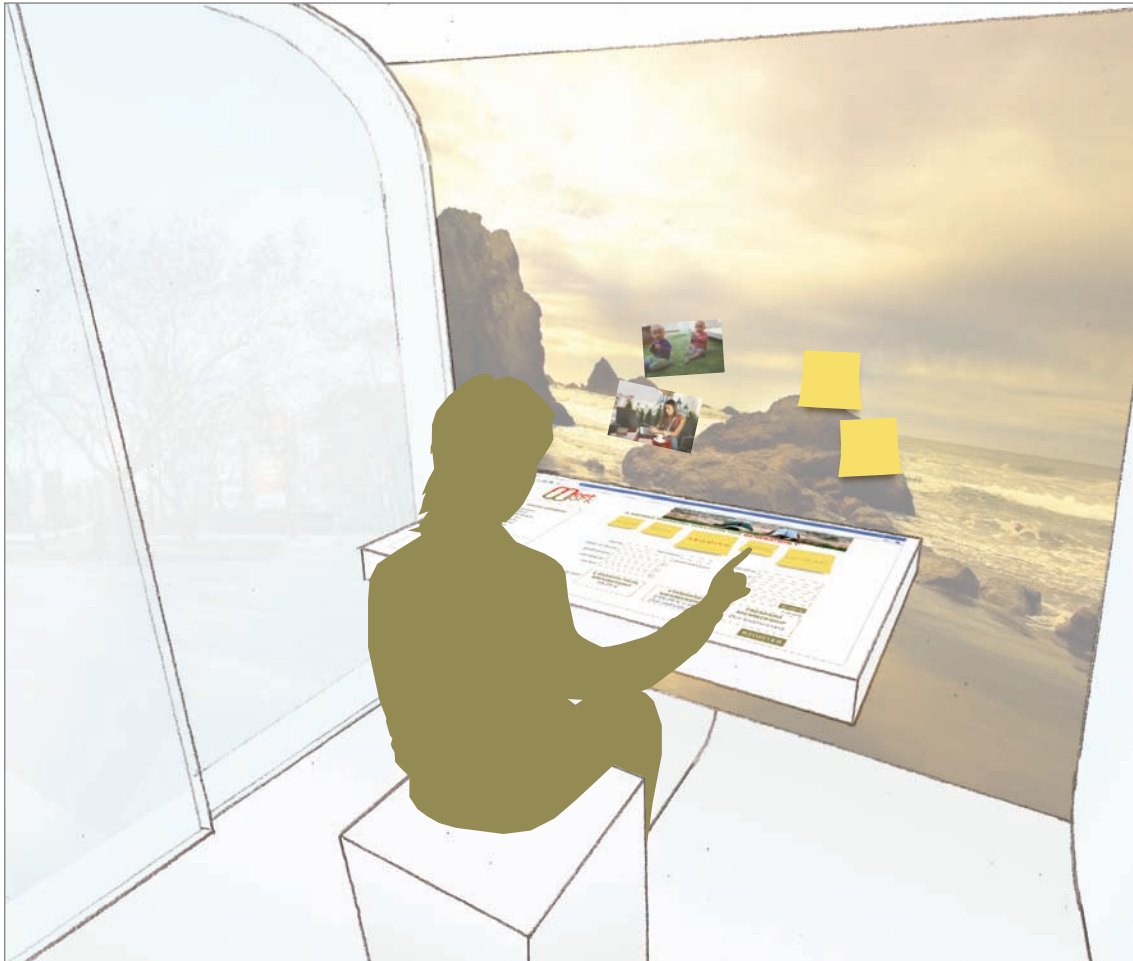
Figure 124

While working, a message suddenly pops up. It is from Ali, saying that he wants to discuss some points of the project with Eda. Ali is also online in the digital platform. When he sees that Eda is also online and already in Meet&Work space, he wants to send her a message offering to book a team space for them. Eda goes along with this offer, and says she could book it for them from 5 to 7 pm.

When the booking period comes to an end, Eda gets a notice on the workspace either to prepare to leave or to extend the time. She choses to leave, so the doors opens and then locks itself again.

Hi Eda! Something disturbs my mind about the project..I saw that you are online in Meet&Work. Can we meet in the team space at Taksim Park location if you are free? Can you book the space for us?

Sure Ali.. I am booking the team space for us. You will get the details later. see u there ;)

Figure 125

Team Space - working together

Ali gets a notice about the confirmation after Eda orders the booking, and they meet in front of team space number 04 at 5 pm.
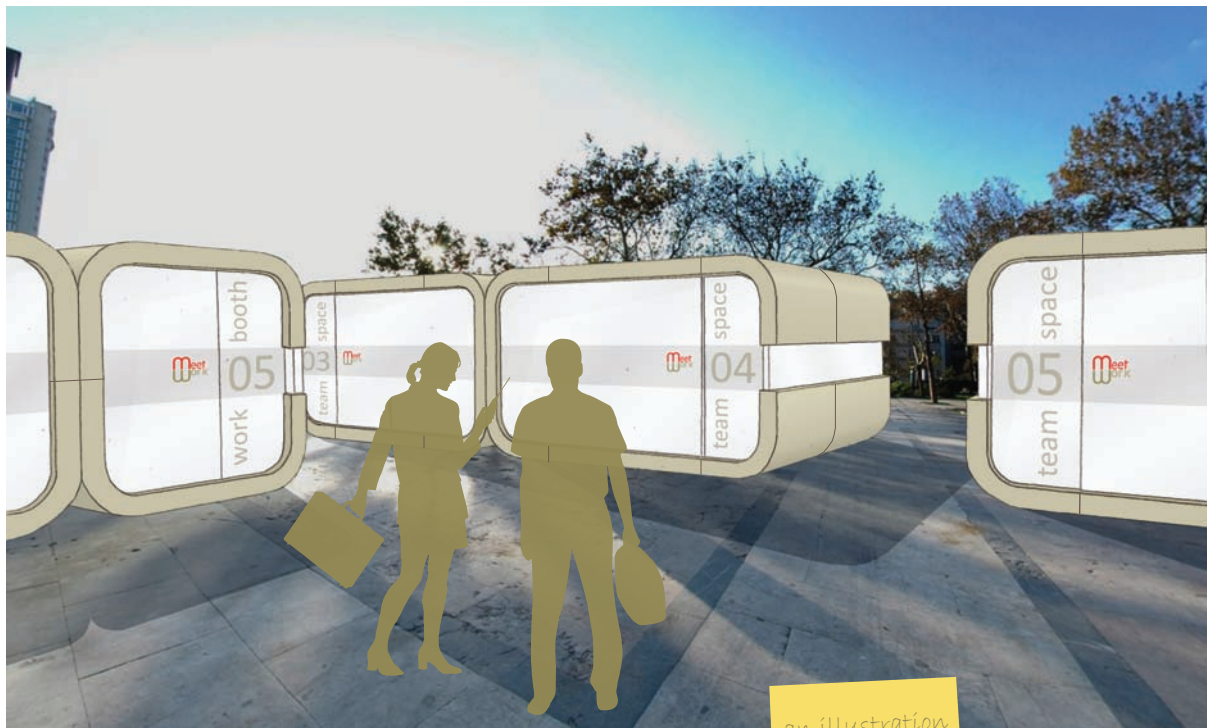
an illustration of Meet & Work Taksim Park location

Figure 126

Team space is also designed in a very simple way. Eda and Ali find a touchscreen desk workspace and a ring-shaped fixed seating inside.

Figure 127

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Eda and Ali are welcomed by the system. They may sit wherever they want and choose the size and the position of their work screen by defining the outer lines with their fingers.
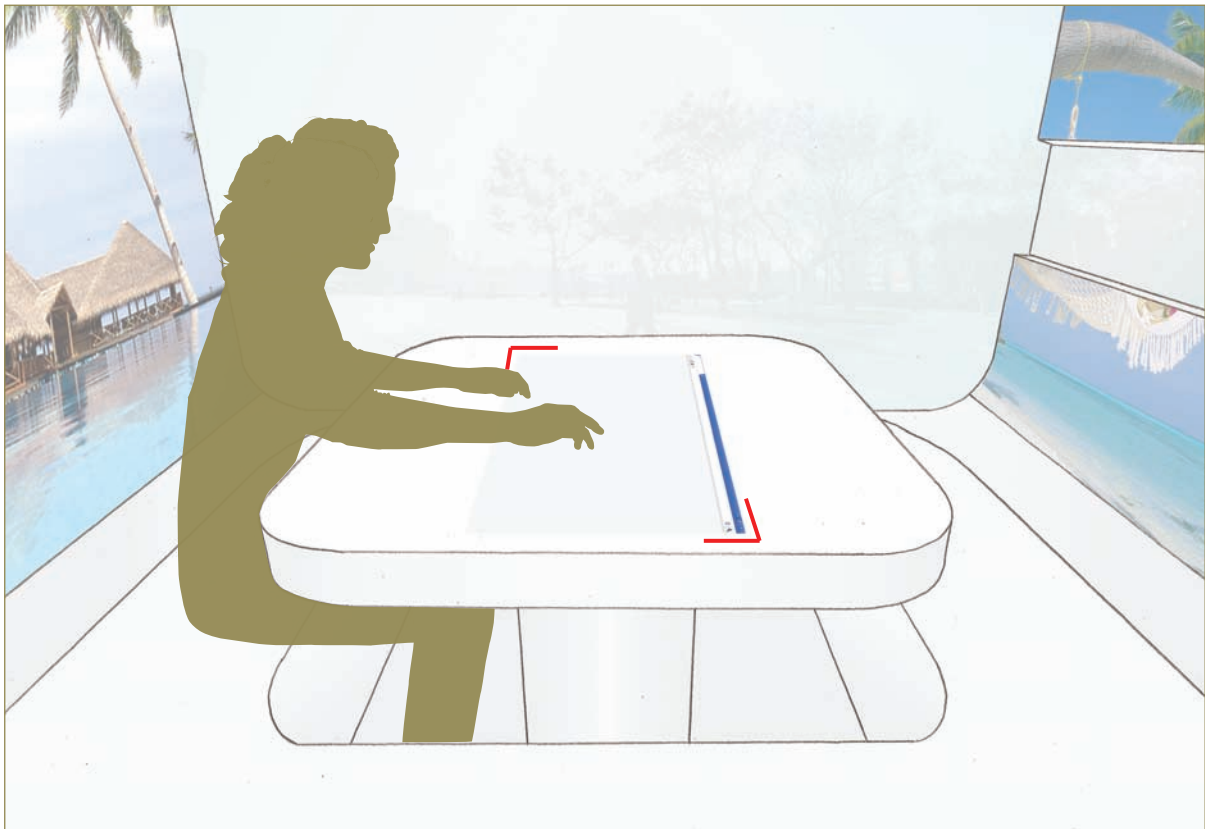
Figure 128

Then, they decide the mood of the space by setting a background image for the screens on the wall.

They start working on the desk workspace together, sharing their concept ideas for the project after uploading their files to the system.

Figure 129

169

They easily switch their workspace to the wall screen by sending the files which they work on, with the move of their fingers.

After they leave, the system saves their desktop how they leave it and the files they upload. Everything can be restored when they come again.

Figure 130

Meeting space - meet with clients
Next week, Eda and Ali meet with their two clients from Italy in Meet&Work Taksim Park location.
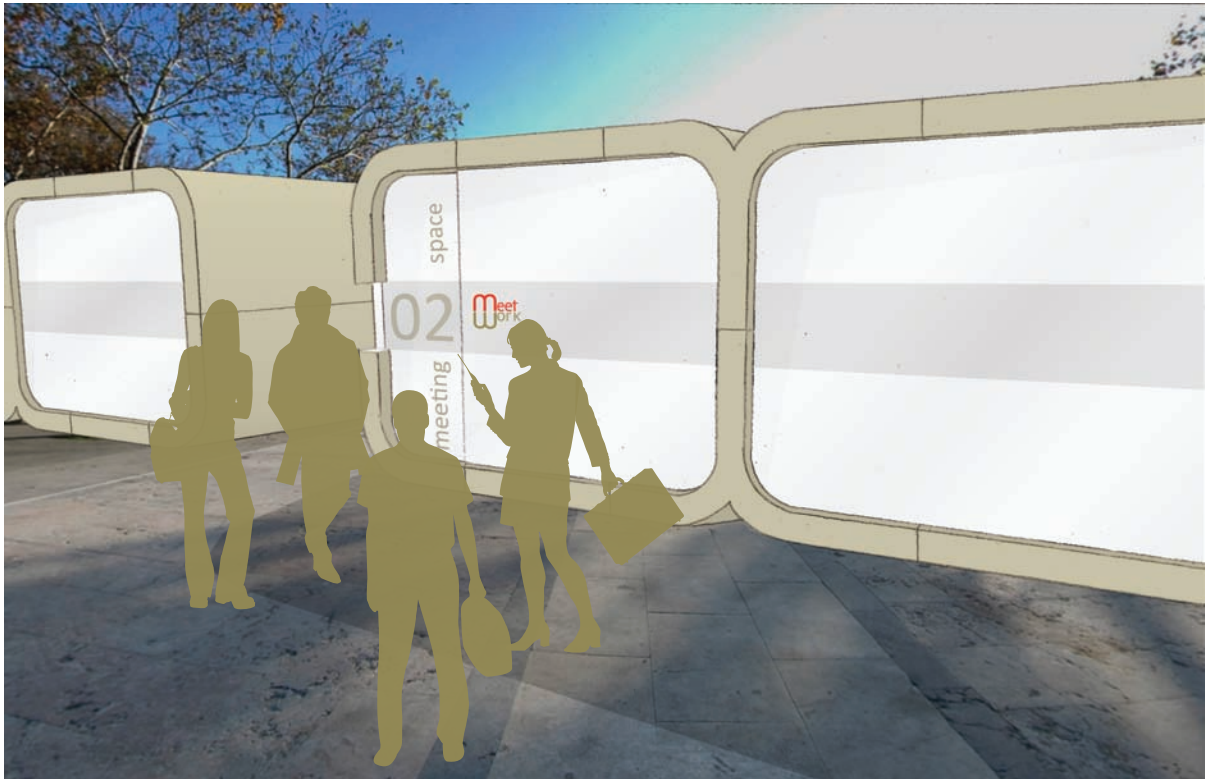
Figure 131

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Marco and Silvia are invited to Meet&Work meeting space as Eda and Ali's guest. In meeting space, it is possible to have some guests, but it needs to be indicated in the booking process.
The touchscreen workspace can be divided as independent workspaces for everyone. Ali put the number of people on the big touchscreen, then everyone specify the size and the position of their own screen.
The wall screens are set to give the corporate identity.

Figure 132

Eda and Ali make their presentations by passing it to the wall screen. They discuss about the concept and the project. Marco gets a message from his project manager in Italy, asking about the progress in Turkey. Ali has an idea! He asks Marco to invite the manager for video conference. So, they continue the meeting with the manager's participation.

After Meet&Work's mobile working experience, Marco and Silvia decides to become a member, and the group all want to propose their companies to make a business membership.

Figure 133

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Meet&Work is proposed as a mobile working solution for Generation Y. It helps Generation Y never to compromize the quality of their lives and always to achieve the work-life balance by offering this user friendly, flexible and hi-tech service.

Meet&Work provides a mobile working style in flexible hours. The workers can work individually or in a team. Meet&Work spaces have a minimalist design with neutral colors and natural lighting. Meet&Work has the most needed and prefered worksettings with personalized desks.

The name of the project comes from the response to the question of how Generation Y wants to see the office as.

Meet&Work tries to give the workers the sense of being part of a teamwork, to provide interaction, and to keep them informed. Meet&Work gives a great emphasis to the people, the ambiance & atmosphere, and the technology by providing the complete touchscreen workspaces located in open urban environments where they can easily reach.

The thesis proposes Meet&Work as an initial idea which can be worked on more and should be carried forward...

List of Figures

List of Graphs

* All graphs from page 82 to 100 are created by the author according to the "Generation Y survey" results.

List of Tables

List of Drawings

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