

**The effect of change
on accommodation strategies**
10 Success factors

Virtual Round Tour Full report

Plaats Baarn
Datum 12 maart 2013
Referentie ATO/PSC/TED/FHE

J.F. Kennedylaan 100
3741 EH Baarn
Postbus 168
3740 AD Baarn

T 035 543 43 43
F 035 543 43 44
info@atosborne.nl
www.atosborne.nl

The effect of change on accommodation strategies

10 Success factors

Virtual Round Tour Full report

Table of contents

| | | |
|-----|--|----|
| 1 | Accelerating change | 3 |
| 2 | Virtual Round Tour AT Osborne | 5 |
| 3 | Accommodation strategies | 6 |
| 3.1 | Arla, Aarhus, Denmark..... | 6 |
| 3.2 | Rabobank, Utrecht, Netherlands..... | 7 |
| 3.3 | Santander Bank, Mönchengladbach | 8 |
| 3.4 | SOL, Helsinki, Finland | 9 |
| 4 | Top 10 success factors | 10 |
| 4.1 | Vision AT Osborne..... | 10 |
| 4.2 | Top 10 success factors..... | 10 |
| 5 | The interviews | 12 |
| 5.1 | Arla, Aarhus, Denmark..... | 12 |
| 5.2 | Rabobank, Utrecht, Netherlands..... | 16 |
| 5.3 | Santander Bank, Mönchengladbach, Germany | 20 |
| 5.4 | SOL, Helsinki, Finland | 24 |

1 Accelerating change

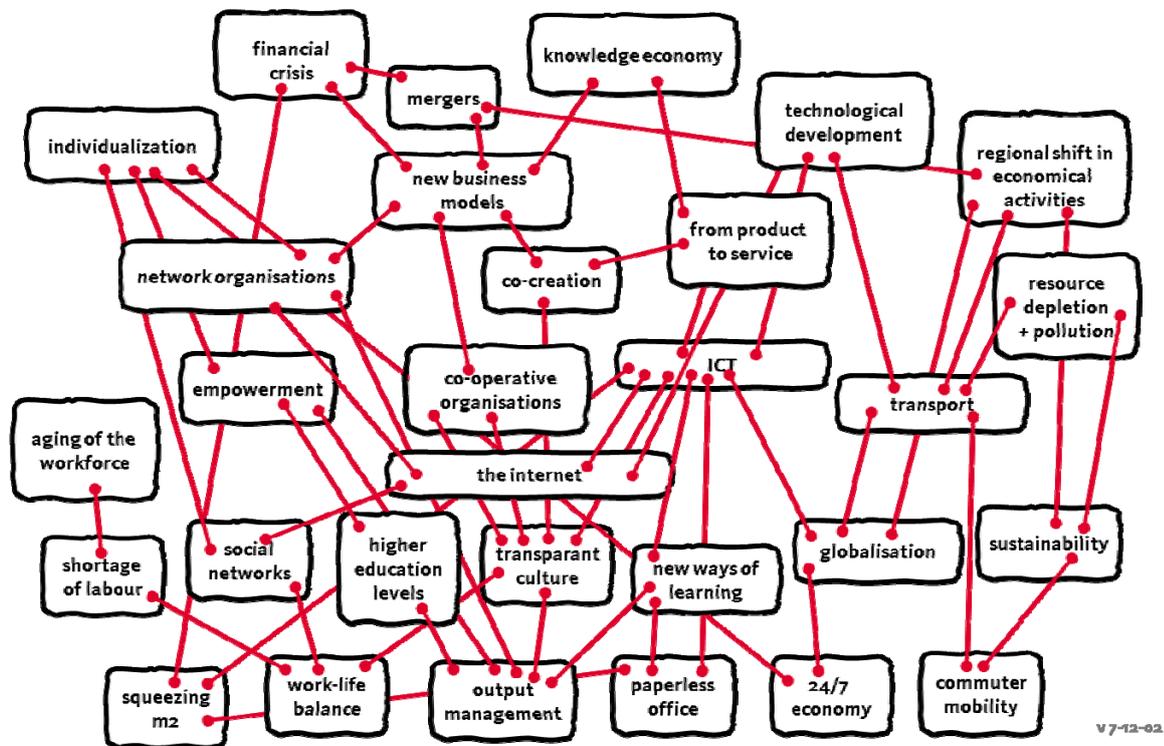
The world we live in is rapidly changing. The speed of change is accelerating. Organizations have to respond to changes in markets, regional shifts in economical activities, and higher demands of co-creating clients. All is about the increase of innovative power and shortening the time to market. Creativity makes the difference.

The public asks companies for quality products and services, social responsibility and sustainability as a prerequisite in doing business.

In a globalizing and ever more competitive economy, organisations have to attract and retain the best human capital. Generation Y expects to participate in a business community which consists of several superimposed networks, while keeping control of their own work/life balance and work style.

The Internet has become a basic premise for education, work, and leisure. Social media offer the individual new openings to participate.

The concept of the city proves to be very successful. At present, over 50% of the people worldwide live in cities. This implicates clever solutions in the field of housing, mobility and sustainability. Who could imagine, that by 2013 we would be crowd funding our urban farming project?



Trends posted in the social context: How they might be interconnected and how larger trends affect workplace-related topics

On companies and professionals:

Professionals flourish on attention

Companies flourish on loyalty, commitment and motivation of people

Companies want to get rid of bureaucracy and ineffective efforts

Professionals want to get rid of bureaucracy and work they do not like

Companies want their employees to take initiatives for the broadening and deepening of the business

Professionals do not want to be controlled

Companies want their professionals to share and multiply knowledge

Professionals want to decide on how, where, when and with whom they do their work

Companies want to attract and retain talent

Professionals want to belong to a working community

Companies want flexible, generic facilities

Professionals have their own cultural background, schooling, education, social ideas, dreams, desires and ambitions

2 Virtual Round Tour AT Osborne

How are companies dealing with these changes? In cooperation with international accommodation experts, AT Osborne organized a Virtual Round Tour in four future oriented knowledge-intensive organisations in Europe, which operate in different economic fields and have implemented different organizational models. The virtual round tour was supported by a conference with the title: 'Working in the post-industrial knowledge society: Designing an accommodation strategy'. The objective of the conference was to formulate key priorities for accommodation strategies in changing environments.

Interviews were conducted by Eva Bjerrum from the Alexandra Institute (Arla, Head Quarter Aarhus, Denmark), Paul Bloemen from consultancy Riddervis (Rabobank, Administrative Centre, The Netherlands), Inaki Lozano from BICG / Fraunhofer Institute (Santander Bank, German Office Mönchengladbach, Germany) and Wim Pullen from the Center for People and Buildings (SOL, Head Quarter Helsinki, Finland).

The interviews focused on the effect of changes on accommodation strategies. Changes as a result of economic and social developments. What initiated the change? Why did you change? What was the change? What was the result of these changes? How did you get things done?



Plenary interview at AT Osborne

3 Accommodation strategies

3.1 Arla, Aarhus, Denmark

Gathering employees for more innovative power

Eva Bjerrum from the Alexandra Institutet conducted the interview with Hardy Kjaergaard, Director Facility Global Business Services at Arla. Arla's mission is to add value to the farmers' milk and create opportunities for growth. Arla Foods is a cooperative, meaning that the company is owned by dairy farmers. Arla's vision is to create the future of dairy by bringing health and inspiration to the world, in a natural way. To support the company goals, Arla recently moved their 675 staff to a new office building.

Arla wants to go into new markets and increase revenue. The company would like to be more innovative and more responsive to market demands. The new building is efficient, supports the new culture and organizational change, is inviting to clients and helps to attract and retain new talent. Employees are very proud of their new workplace.

Quote CEO Arla: 'Arla changed from a good old Ford Taunus into a brand new VW Passat Variant'

Quote Arla 2: 'Ensure that changes are owned by the employees. User-driven innovation is effective innovation'

3.2 Rabobank, Utrecht, Netherlands

People are the architects of their own transformation

Paul Bloemen from consultancy Riddervis conducted the interview with Pieter Ketting from Rabobank Netherlands. Since the demands of clients and employees are changing, Rabobank had to increase entrepreneurship of their staff, and improve their ability to innovate and adjust quickly. Recently, Rabobank realized a new Administrative Centre in Utrecht. This office radiates the contemporary vision of the cooperative organisation with respect to personnel management, cooperation and relationship with society.

The working concept is based on the Rabobank 'Unplugged' programme. 'Unplugged' is about how Rabobank works. People and departments were invited to take part in the transformation to the new flexible working style and to formulate the goals they would like to reach.

The Administrative Centre building comprises 2,350 work places for 3,300 employees. The building offers many facilities and is cleverly designed. Personnel can move through it at will to find a workplace that suits their activity. Nobody has his or her own permanent office. Although it is not the main objective, the concept behind the new way of working has also proven to be cost-effective.

Quote 1: 'Concentrate on people who are willing to change. Focus on the energy, take your time and be very consistent. The change process is irreversible'.

Quote 2: Stories and good examples help people to move. Seducing people is far more effective than forcing people!

3.3 Santander Bank, Mönchengladbach

Where creativity becomes the new raw material of society

Inaki Lozano from BICG/Fraunhofer Institute conducted the interview with Jürgen Golde, Director of Business Administration (Zentrale Verwaltung) at the Santander Bank.

Banco Santander became Spain's largest bank after a merger with Banco Central Hispano in 1999. The newly formed organization wanted to retain the best human capital, achieve economy of scale and synergy and increase adaptivity to change in markets. Designing a strategy for a way of working that helps to increase productivity was a major objective in the initiative. The new ways of working strategy must enhance flexibility to the fast growing bank in Germany.

Santander Bank opened its German head office, located in a former industrial area in Mönchengladbach, in 2006. Since Mönchengladbach is not known as one of the typical financial hubs in Germany, it was even more important to create a very attractive working environment for present and future employees.

As Santander Bank underwent a major culture change as a result of the merger, the change process focused on people. Creating a more communicative organization also was an objective. Attracting and retaining best human capital was the key issue for the bank.

Jürgen Golde stated that having a powerful champion – a person who is respected in the organization - is crucial for implementing changes. He could fulfill this role, and reported to both the person responsible for the change process as well as to the person responsible for the building project. The Santander approach also included appointing change agents to support this. There was a full scale 18-months change route with all departments involved. Management was involved at all levels.

The result of the project was a full and long-term oriented success. A monitoring system, analysing different areas of the project was developed: Comprising strategic to operative aspects as well as a workplace utilization strategy and a cross check with employees' risks and opportunities.

The office building with high quality work and leisure qualities contains 1,200 work stations for 1,400 employees.

Quote 1: When starting a journey to a new ways of working strategy it is very important to be as innovative and ambitious as possible. The more ambitious you start – the more you reach at the end!

Quote 2: Never finish the project. Moving in is not the end of the project – it is actually the real start! A well designed ways of working strategy is a sophisticated system that needs to be managed properly.

3.4 SOL, Helsinki, Finland

Identification of the unique value proposition of each employee

Wim Pullen from the Center of People and Buildings/Delft Technical University conducted the interview with Jussi Ylinen, Vice President Development and Marketing at SOL Services, Finland. SOL is a professional, innovative, international, family-owned Finnish service company. The targeted turnover in 2012 is €250 million and the company today employs 10,000 people. SOL provides services in Finland, Estonia, Latvia and Russia (Moscow, St. Petersburg). 20 Years ago, SOL was founded based on Cleaning and Waste Management Services. Today, the service includes Cleaning Services, Property Maintenance, Facility Services, Safety and Security Services, Laundry Services, Domestic Services and Personnel Services. This impressive differentiation is crucial for the development and growth of the organisation.

After the collapse of the Soviet Union, collaboration with Finland stopped overnight. Sol was forced to re-invent the corporate strategy and discover underlying values for a work concept. SOL discovered, that the messenger is even more important than the product. Each employee, especially the cleaning personnel being the core of the SOL company, offers a unique value proposition. In the early nineties, SOL introduced a new way of thinking about individual responsibility, well-being and productivity, teamwork, freedom with regard to organising their work and respect. Headoffice SOL City radiates these values.

Quote 1: 'Smile - and you get a smile back'

Quote 2: 'As part of our assessment, we take new managers to our headoffice SOL City in Helsinki before we hire them'

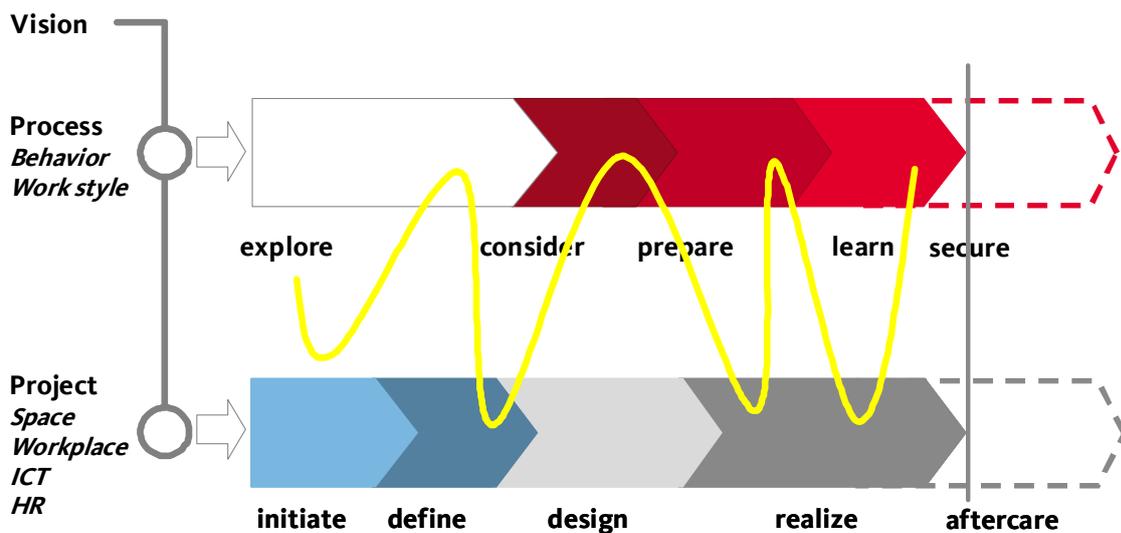
4 Top 10 success factors

4.1 Vision AT Osborne

The vision of AT Osborne is, that in developing and implementing accommodation strategies two movements are intertwined:

- A change process, that focuses on involving and convincing people, influencing behaviour and changing the way how we work. This change process is managed using a variety of methods, focusing on people, work process, timing and situation. Line management is responsible.
- An accommodation project, which focuses on definition, design and realization of the new working environment in which all preconditions for the new ways of working are available. This accommodation project is managed as a project, using control factors Time, Quality, Information, Communication, Cost. Staff is responsible.

For a successful accommodation strategy, both flows must be aligned. In our view, this alignment is crucial.



Picture: Alignment, synchronization and coordination of Process and Project

4.2 Top 10 success factors

The outcome of the conference is the definition of a top 10 of success factors in the formulation and successful implementation of changes in accommodation strategies. Here, the success factors are shown on the basis of the vision of AT Osborne:

Vision

- A successful accommodation strategy is firmly anchored in the values of the organization. Formulate the underlying corporate values and make use of it.
- Implement a transparent decision-making process prior to the change process; there is no turning back.

Process

- Focus on the wellbeing of people and give them confidence by actively involving them in the change process;
- Implement a phased change process with apparent intermediate results; Celebrate results!
- There is no template for accommodation changes. Focus the change efforts on people willing to change. Do not push people forward but seduce them.

Project

- Introduce a 'Project Champion' who supports, aligns and controls the change with respect to both the human-oriented side as the accommodation project;
- Involve (middle) management actively to promote the changes;
- Take your time in implementing change, but remain determined;
- Provide a service-oriented involvement of the ICT expertise, FM and HR.



Break out session at AT Osborne

5 The interviews

5.1 Arla, Arhus, Denmark

Eva Bjerrum conducts the interview with Hardy Kjaergaard, Director Facility Global Business Services at Arla.

What major trends do you see?

In the first place, sustainability is a major trend. You cannot deny climate changes as a result of human activity. In this sense, we feel a strong corporate social responsibility.

Secondly, we see a big change in markets. At present, Germany is for Arla a fast growing market. In the near future, China, Middle East and Russia are likely to mean large markets for Arla.

Thirdly, it is becoming more important to react quickly in our markets. Every day brings new challenges which have to be answered.

In the fourth place, we see a rapid change in organizations. Market chains are developing quickly and have to be reassessed for an optimal connection with the market.

Finally, Arla feels that New Ways of Working is a solution for more communication, more innovation, more working efficiency and supporting change. And more: New Ways of Working has been a strong facilitator in the way we came from old buildings designed in the early seventies with a 90% enclosed office to new open spaces.

Can you elaborate on the aspect sustainability?

We focus on corporate and social responsibility; we call it 'closer to nature', which is a very important principle for Arla. I can give you examples:

At present, in the surroundings of London we are creating the world's largest carbon zero facility. The building will be put into operation by august 2014. We try to reduce energy consumption in all our dairy producing facilities. We have an education program for our drivers globally. They learn to drive more energy efficiently. Our packages are designed for carrying milk and nothing more. In all our products, we only use natural ingredients.

What can you tell about the change in markets?

As a cooperative, Arla aims to sell its companies' products to the best possible price. We have nearly thousand different products. It is very important to find new markets and the best place for offering our products. For example, we are selling milk to big companies in Germany and the United Kingdom, both important markets for our company. Especially Germany is an emerging market.



We deliver lot of milk to big supermarkets in Germany. We aim to produce the right products for the right countries; markets change all the time. What if the Chinese consumer takes more dairy products in his diet?

How do rapid organisational changes affect Arla?

Our strategy was to achieve a turnover in 2008 of 6.5 billion Euro. We made a strategy to raise that turnover to 10 billion Euro in 2015. We already are on our way to achieve this goal this year. Given this fairly ambitious strategy, we succeed by growing organically. New colleagues are arriving nearly every month in Germany and the United Kingdom. They have to know our strategy and mission from the first day at work and feel themselves 'heart of the family'. We normally send one of our best teams to convey this. They accidentally come from Denmark!

What have you achieved with respect to New Ways of Working?

One of the most exiting changes was the change in the working environment. We worked in old buildings from the nineteen seventies which were equipped with about 90% enclosed offices. We had to find a new ways of working to support the new Arla mission and corporate values. At first, we renovated the old buildings and later made this new building - maybe your assistant can move the camera- which contains 20.000 gross m2 for 675 people.

At present, we only have 5% of our people working in enclosed offices. Even these offices have transparent glass walls. There is a lot more flexibility in use and flexibility in terms of furniture. We can share our knowledge very easily with colleagues; we meet our colleagues much more often.

Our new office contains desks for 675 people. Changes with regard to the organization are supported very well. You don't have to change and move the walls and desks when there is a new project team. We have 26 meeting rooms and 11 video conference rooms for communicating with our offices in 35 countries, which minimizes the need to travel.

The building is equipped with a wireless network and Infoboard to work in all offices.

Did you encounter any problems?

(pause) ...No. We didn't encounter any problems (*reactions from the audience*). Maybe it's because I am a positive person. Don't worry, be happy. For both the colleagues and the company, there was a real win-win situation. Colleagues told me, that this was the best thing happening after coming from the old buildings.

People feel that this is a much better way to work. Now, they are a part of the organization. They used to be outside, now they are inside.

What are you most proud of?

We succeeded in conducting the process. We were in the process for four years; we didn't know whether we would be successful or not. You create something of which you don't know how people actually will react. We decided not to change anything during the first 100 days of use. After this period, only very small changes were desired. Really nothing to talk about. So, the '100 days' were a very good strategy. I can recommend it!

At Arla, will there be more new office design in the future?

The new headquarters in Denmark inspires managers from our headquarters abroad, for example in UK, Germany and Poland. When they are visiting, their reaction is 'so ein Ding muss ich auch haben'.

We talked about spreading our offices all over Europe. We want to implement the Arla brand and bring our corporate identity to other countries: To Leeds, Düsseldorf, Stockholm and lots of other places.

Finally, do you have recommendations for the audience?

I know from you, Eva, that in Holland they very often use big open office rooms. You, as an expert, have the responsibility to create the best acoustic solutions possible. This concerns especially the common working place and rooms for teamwork and interaction. If you create a non territorial working environment, you have to provide optimal frames and the best equipment for both meeting and concentrated work. I think, that it is a good idea to work in open spaces.

Question from the audience: How was the local management involved?

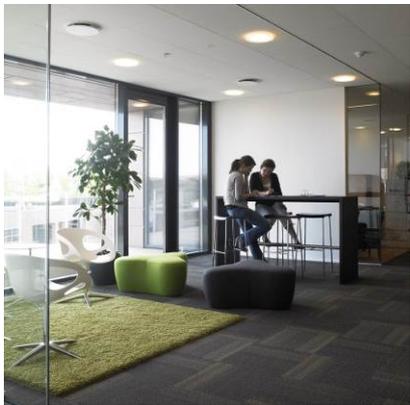
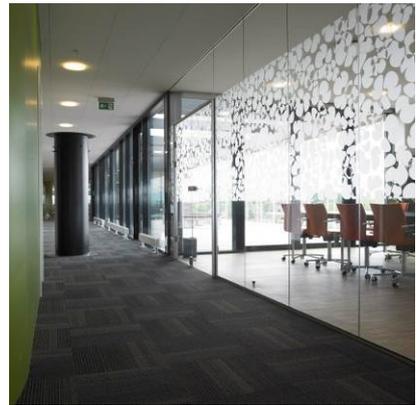
We had a Steering Group, Expert Groups (for example Interior, Logistics) and presentations to the (middle) management. We gave all people involved impressions about what they could expect.

Question from the audience: Has the behaviour changed? For example, do people frequent the office more often outside peak hours?

In fact, the attitude of the management has changed. The behaviour is influenced and the visibility of the management is very much improved. Now, managers move around through the building instead of sitting in their rooms. I sometimes think: Imagine ARLA working in old fashioned offices!

Question from the audience: Were people convinced before or after the change?

After the change to the new working environment people really changed their way of working. Buildings can do things you didn't expect beforehand. The impact of a visible, physical change is enormous. Now, farmers are proud of being part of this house.



5.2 Rabobank, Utrecht, Netherlands

Paul Bloemen conducts the interview with Pieter Ketting, Rabo Netherlands.

What was the reason for the program and what were the main objectives?

The development of the new Rabobank administrative centre was based on the company goals, which are Customer satisfaction, Employee satisfaction and Retaining talent. The way Rabobank wants to work is 'Unplugged', which is based on entrepreneurship, responsibility, less rules, collaboration and knowledge sharing and activity based working.



What part of the program was the most important?

The mental part of our program was the most important. We had a transformation program to help the employees. The biggest problem we encountered was the changing of the work style of the management. We made appointments about output and about time. You work for the customer. The employee is free to choose with whom, where, when and how he or she does the work. And to pick an appropriate workplace for his work.

Did you see changes in the behaviour of managers?

Yes, and this was very nice to see. Before the programme, people said to me: 'First see - then believe!' We said to them: *believe* it. And then you will *see* it! After making the step, employees and management were very happily surprised because they experienced the results. The support of management grew even more, when the employees thanked them for their confidence.

Can you give an example?

Take for example my own manager. In the old environment, he was working in his office all day. Now, he is walking around in the organization and is easy to access by all. He is more connected with his own people.

How did you achieve all this? What measures did you take?

Temptation is the big beautiful word. You have to do it by storytelling and setting good examples. If you push people, you get struggle. If you seduce people, they will start moving by themselves. An important precondition is: Give it time! First temptation, followed by confidence, then time.

Most problems arise from the complaint: 'There is no time!' You have to take the time to change the organization *by the employees*.

How much time did you need?

It took five years to change the organization to working in the 'unplugged' concept.

How many people are employed in those 53 departments?

Almost 10.000 people are employed. We started in 4 out of 53 departments. At this moment, all departments are working in the new concept, including traditionally largely office-based departments as Control.

Can you give us some highlights of the changes you made in bricks, bytes and behaviour?

As for the bytes: In almost all organizations we introduced laptops, iPhones, WiFi and 3G networks for working anytime, anyplace. The bricks: We moved from rooms to activity based workplaces. In the new concept, you have to envision your activities of the day: Check your agenda, and choose inside or outside the building the best place to work. At home, you do the same: You don't take a shower in your kitchen and you don't cook in your bathroom. Working in the right place gets the best results.

At this time, we manage 2.350 work stations for 3.300 employees and there is still space left for flexible use.

Is the concept also cost efficient?

Yes, it is. But there is much more than that: Customer satisfaction is higher; work satisfaction is higher. The needs of the employees are very well met. And finally, it is cost effective. We can do with less meters per employee.

We saw ARLA having successfully introduced a new working concept. A cooperative organization, just as Rabobank. Are cooperatives more suitable for New Ways of Working?

I am not sure about this. The way in which change processes are guided is different from hierarchical organizations. In cooperatives, the energy is in the temptation. In hierarchic organisations, the top decides. In a cooperative organization, you have to deal with the employees. This takes more time, but the results are very good. If you succeed, the motivation for change has come from the employees. At the completion of the process, you have all the employees involved. In a corporate organisation, there is more time for discussion and more time to talk about the best possible solutions.

Was there a downside? Was there something which gave you stress or didn't like?

When implementing change, I learned that time is a big issue. I used to be a very 'blue', time-driven program manager. When preparing and introducing the Unplugged concept, I had to learn to wait and to learn that you have to take time to change.

When implementing the new way of working in our organization, social cohesion was a big issue. HR should be involved and must have principles to organize this.

Pieter, do you have an advice for anyone who starts a programme like this?

I would give the following advice: Take your time; Give freedom; Stop with control; Opt for seduction, confidence and time. Be aware, that you can't go back to the old situation. Do it the right way or don't do it; you have to decide on *right* or *left*, do it *yes* or *no*.

Question from the audience: Do you see a change in the way employees use the building? Are there any changes over time?

Yes. It is clearly visible that the building is utilized during a longer portion of the day. Our old building was in use from 09.00 to 17.00; the new building is occupied from 07.00 to 22.00. In the old situation, each meeting was held in a conference room. After one year in the new building, more meetings were held in open spaces than in conference rooms.

Question from the audience: Are there people unhappy with the new situation and what does the management do to change this?

I must admit that 10% of the employees has problems. Especially people coming in from other organisations do not understand our way of working and the use of our working environment. We have still people coming in who are used to a time clock. We have to pay extra attention to this group to make them work comfortably and efficiently in the new situation.

On the other hand, there is also a group that has embraced the principle 'anytime anyplace anywhere' in such a way that employees cannot stop working. For this group, we have to normalize the balance between private and work. We achieve this by coaching.

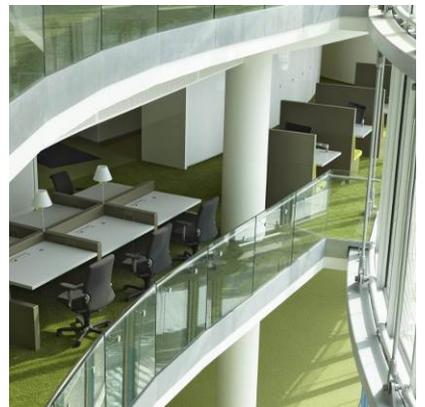
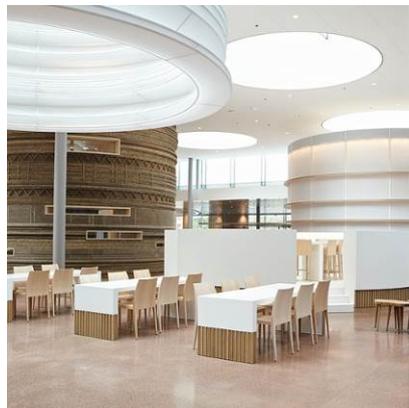
Question from the audience: What do you do with employees that are an exception to the rule (allergies, back problems)?

In all towers we have special places on the second floor. For example, in the office space behind me a blind employee is working. This employee has a guide dog, which is allowed to enter the working environment.

Furthermore, we have special chairs in all towers. We selected the new seats with great care. With the result, that in the new situation for only 3% of the employees a custom seat is required, against 19% in the old situation.

Question from the audience: Everybody can work anytime anyplace. Can everybody pick a workplace in the tower?

Yes. All workplaces in the tower are based upon our work principles. Places for concentrated work, places to cooperate, and the square at the first floor to meet with customers and eat, drink and work.



5.3 Santander Bank, Mönchengladbach, Germany

Inaki Lozano conducts the interview with Jürgen Golde, Director of Business Administration (Zentrale Verwaltung) at Santander Bank.

What were the physical and spatial matters when creating the new working environment of Santander Bank?

Please see the images of the Santander Bank office building in Mönchengladbach, Germany. In the year 2007, we have put in use overall 30.000 gross square meter for 1.500 work stations.



After a merger in the year 2002 between the AKB Bank (Cologne) and CCB Bank, similar in size, a new bank was created with a size of about 3.000 employees. The Board of the newly formed bank wanted to have the headquarters in one place under one roof. A new corporate culture had to be established, and communication and productivity had to be supported. In 2012, we celebrated our 10th anniversary!

From the beginning, the Board opted for a non-territorial, activity based work concept. Santander Bank started with a ratio of 11 employees per 10 workplaces. At this moment, we have for some departments 13 employees per 10 workplaces. Our standard is 10,0 square meter per workplace. All workplaces are ergonomically adjustable.

What was the change process?

Santander Bank used to work in traditional assigned places. The Board wanted to have a new working concept, which supported communication, productivity and innovation. Santander Bank opted for scientific guidance by BICG/Fraunhofer Institute.

In cooperation between departments, management and Board, the new work concept was developed.

Which cultural aspects are important to this day?

We have succeeded in the cultural transformation as a whole. All parts of the organization have accepted and embraced the new way of working. Productivity has risen and communication is improved.

How is the effect of the change measured?

We monitor the change on a regular basis. The most important decisions are monitored throughout the process, starting in the old situation. It appears, that we have reached 80% of our goals initially set.

The employees identify themselves to a large extent with the building. Especially the restaurant and cafeteria are among the most valued features.

How did you incorporate the cultural changes? What were the most important aspects?

The change management process itself was the most important aspect. It took a relatively long time: For two years, a team of 40 to 50 employees has guided the change. We organized tours on site, we set up pilot projects, and 'change agents' communicated the principals and practical consequences to the employees.

What were the biggest challenges? What are you most proud of?

The resistance to change was the biggest hurdle during all project phases. Trying to change the culture of a company is something that can't be done overnight. I am particularly proud of the change that finally took place. Even the most resistant colleagues admitted that the new way of working made the organization better and a better place to work!

Our challenge now is, to achieve 100% non-territorial workplaces.

I am proud of a lot of things. The merging of cultures is well supported. Communication has increased. Attraction and retaining of talent is increased. Mönchengladbach is put on the map. And last but not least, I am proud of our (almost!) paperless office and the enormous flexibility in use of the office concept.

What is your key message to the audience?

When starting a journey to a new ways of working strategy it is very important to be as innovative and ambitious as possible. There is a long path from the start to the end of the project and normally there are many things that need to be negotiated. Some you will win, and some you will lose. Demand a 120% change where you want to achieve 100%. The more ambitious you start – the more you have left at the end!

Make use of professional partners for guidance and support. Appoint 'change agents', in our situation organized in a 'change management team'. Be equipped with support from your Board. You need a powerful 'champion', who is very closely associated with the project.

Hold both the position for guiding the organizational change as the physical change. I was positioned as a report to both the CFO and the CEO, which enabled me to align both processes. Team up with the departments. Design a step by step transformation process.

Never finish the project. Moving in is not the end of the project – it is actually the real start! A well designed ways of working strategy is a sophisticated system that needs to be managed properly.

Question from the audience: Are there no assigned workplaces at all?

There still is a dedicated area for the Board. But the mutual influences are much more intensive than in the old situation.

Question from the audience: How was the Works Council involved?

The Works Council was the first 1,5 year 'a big thing'. Now, the Works Council is an ambassador for change. A conscience grew, that we are all in the same boat.

Question from the audience: How did IT follow the change process?

Technology supports the new way of working very well. ICT must be considered a facility, just as Facilities is. The old EDP departments have to transform to service suppliers. Give free room for technology push and organize the information technology around the user.



5.4 SOL, Helsinki, Finland

Wim Pullen conducts the interview with Jussi Ylinen, Vice President Development and Marketing at SOL Services, Finland.

Dear Jussi, I am honoured to interview you 20 years after the big change of your company. What made SOL change?

In the late eighties and the early nineties, now about twenty years ago, Finland had the worst recession in its history. The Soviet Union had collapsed and the employment situation was very bad. We signalled, that the Finnish people had to be happy and smile again.



So, we changed our service offer and changed our values. One of the values was 'the great smile'. Another value was 'joy of working'. We believed, that a sunny cleaning worker created a sunny customer.

Can you elaborate on the situation in the nineties in Finland? How deep was this depression then? We feel in Europe a depression now. As mr. Lozano, here next to me in the room can confirm, at present 50% of the young people in Spain are unemployed. How deep was this depression in Finland at that moment?

It was terrible. Our currency, the Finnish Mark, was totally devaluated. Unemployment was close to 20%. Collaboration and trading with the Soviet Union stopped overnight.

Can you say something about your company values, for example 'we want to make people smile'. Is that core business? Did you develop this as a business policy?

Cleaning is one of our core businesses and main services. We want to serve our customers, and not only provide cleaning services, but complement them with an experience. To bring a smile on people's faces. Cleaners learned to say: 'Good morning!' and 'Goodbye!'. We also wanted to raise the profile of the cleaning personnel. In our view, they are normal co-workers just like any other worker in any office. That was a new way of thinking about the profile in our industry: 'Bring your customer an experience'.

So the product is cleaning and the messenger is the one who cleans? Is that the secret of your company, that you devote much effort to the development of people?

We also gave the staff a lot of responsibility. Both middle management as the people who actually do the work. In that way, the profession of cleaning would be respected. We also gave our people a lot of freedom in organizing their work, and stimulated their creativity to find ways to do their work better.

We currently have views of your backoffice. The backoffice is where your staff is. Your cleaners, the messengers of the SOL philosophy, do not work in the backoffice, the headquarters of SOL. Why did you make SOL City as it is? To make people feel at home? To feel relaxed at the office?

Let's turn the camera. You can see the office as it is. One of our philosophies is, that all people are equal; we don't have any hierarchy or status symbols. There is a nice atmosphere. We have a lot of art. Everybody can talk to anyone here. We use colour and light. The working environment gives you freedom of choice for the workplace that best fits your work of the day. I can pick any workplace I like.

Everybody has one of these red bags. That's our Head of Legal Affairs passing in the background. Every morning, I pick up my red bag and choose my workplace for the day.

Can you expect questions from the management when your bag is too stuffed?

I'll show you something. Everybody stores his belongings at the end of the day. You have to work with one bag.

It struck me when I saw these red bags 20 years ago. Even then, there was no excuse for more storage space.

Our office did not change much the last 20 years. The values have not changed. There is a little wear and tear. The concept and design have not changed since 20 years ago. There might be a few minor changes. There is a meeting room today. We made facilities for our large number of visitors. For some reason we were a little bit ahead of the rest of the world.

What kind of differences do you encounter, for instance expanding into the Baltic States?

We gave a lot of responsibility to a very low level in our organization. Some people feared, that this world not work in Russia. But people are the same everywhere. The moment we took the challenge, it worked. Also in Russia people accept our measuring system. All our offices are the same. There are no separations, and we use the same colours everywhere.

Can people bring their own art?

The art you see now, we borrow somewhere else.

Interesting is, that you have had visitors over the last 20 years from all corners of the world. Were you often copied?

Of course, our competitors can copy us. But this office environment is based upon our own values. If you implement a concept from another company, you cannot empower your own people. Values are core. If business tools are not properly put in place, you cannot empower the people.

Do you have a final advice to the audience?

When you give a smile, you get a smile back. We bring key potentials to our headoffice SOL City before we hire them.

Question from the audience: Did you construct your building just for the management of SOL or is there also operational cleaning personnel coming there? Or is it about educating the management?

Definitely no, the concept is about everyone at SOL. We have a training centre and many of our employees come here.



Colophon

This publication was created by AT Osborne.

Our special thanks go to the experts who performed the interviews, and the staff of the organizations interviewed who were willing to give a virtual tour.

Interviews were conducted by:

Eva Bjerrum from the Alexandra Institute
Hardy Kjaergaard, Director Facility Global Business Services at Arla
(Arla, Head Quarter Aarhus, Denmark)

Paul Bloemen from consultancy Riddervis
Pieter Ketting, Rabo Netherlands
(Rabobank, Administrative Centre, The Netherlands)

Inaki Lozano from BICG / Fraunhofer Institute
Jürgen Golde, Director of Business Administration at Santander Bank
(Santander Bank, German Office Mönchengladbach, Germany)

Wim Pullen from the Center for People and Buildings
Jussi Ylinen, Vice President Development and Marketing at SOL Services, Finland
(SOL, Head Quarter Helsinki, Finland).

The pictures of the conference are made by Martin van Welzen Photography Ltd

For further questions please contact
Thijs Edelkoort
Pepijn Schoonhoven

An impression of the symposium can be viewed at www.atosborne.nl

