



RENEWING AND INTRODUCING WORKING METHODS AS A PART OF CHANGING THE WORKING ENVIRONMENT



HOW TO USE SPACE AND WORK MORE EFFICIENTLY



INTERIOR DESIGN THAT SUPPORTS COMPANY IDENTITY

The cooperation between Finnair and Workspace began in 2010. Finnair was in the process of renewing its operations and chose work environment development as one of the ways to refresh the company's work culture. The aim was to inspire discussion regarding what kind of internal culture and collaboration within the company group would be ideal to support future success.

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KAISA TUULIAINEN, FINNAIR'S HRD MANAGER



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The origins of this story of collaboration are found in flying, which is Finnair's core function. We felt that flying required more attention, also in terms of the premises, and decided to focus on it. We decided to leave the working environment development in the hands of skilled professionals. As a result of the negotiation and tendering

process, Workspace Oy was chosen and we have been very pleased with the results.”

Finnair's HRD Manager Kaisa Tuuliainen describes the selection process in more detail:

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Rather than a typical architectural firm, Finnair was looking for someone with an understanding of how space can be used to change the way people do their work - in other words, the work and operation culture of a company. We were looking for a partner for a multi-professional project, because we were not only moving. We were going through a process of change related to more than the visual aspects of the space.”

Right from the start the goal was clear: some of Finnair's functions would move to new premises in 2013. Specific decisions regarding what the new premises would be like or which subsidiaries would be moving into them had not yet been made. At the start of the project, the goal was to create a complete concept for the new premises and the entire campus area surrounding them.

After an extensive process of information gathering, interviews, observation and steering group

meetings, the Workspace professionals created concept outlines. Based on these and the steering group's presentation, the Finnair management team chose the House of Travel and Transportation (HOTT) concept as the starting point for further development. As the project advanced, the concept took its final form. The steering group made decisions regarding placement in the HOTT premises, e.g. locating travel agencies in the same building.



There were two important main themes in the concept: considerably improving the efficiency of space utilization, thus achieving cost savings, and maintaining competitiveness through cultural renewal. Additionally, the premises were expected to reflect the core themes of Finnair's brand identity. Pekka Kuosmanen tells us:

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The core of our brand identity is formed by quality, freshness and creativity. During this collaborative project we combined these as well as the breaking of barriers and the ease of communication into the premises and the operations. The new space was created to meet our needs in one efficient and functional concept.”

Different Space Zones as the Design Core

The key elements of Finnair's working environment concept are zones designed to meet Finnair's needs, the multi-space solutions created for various work profiles and attractive, versatile and correctly placed meeting and group work facili-

ties. Improvements in working efficiency have, in addition to moving different functions into the same area, been supported by placement design based on a connection requirements survey and by developing working environment solutions that support group work. All of the different options were worked on with personnel groups in dedicated personnel workshops. Kaisa Tuuliainen comments on the project and her experiences during it:

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Personnel participation and surveys have been thorough and the data from these has been utilized throughout the project. In the beginning, I was wondering how much preliminary work would be required. It was important that we took the time to plan the change together. Personnel participation was more than just choosing desks. It helped us Finnair personnel recognize that there was a need for this project - and not only because of cost efficiency.”



According to Tuuliainen, the main challenges during the project were caused by the scale and complexity of the change as well as the process of fitting together of the various, sometimes even contradictory, expectations that all the involved parties had. It was important to have clear-cut goals that were revisited again and again with the help of the Workspace professionals as the project advanced.

New Ways of Working in New Premises

After the move, change support was organized together with Workspace and 925 Design. The goal of change training was to ensure that working in the new environment would begin as smoothly as possible. The change training was done using the Train the Trainer concept, where 35 Finnair experts and managers were trained to

train other managers, who then went on to train their own teams.

Long-term partnerships throughout the different stages of the project have made it possible to ensure that the working environment solutions and change training are aimed at the same goals. Cultural renewal requires long-term, consistent work to succeed. The work is still going on at Finnair. The project has, however, reached a stage where it can be said that its goals have already been met well. Kaisa Tuuliainen appreciates the support she has received during the change process and the connecting of the project to other ongoing development projects:



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From the HR point of view, I have learned a lot about the various aspects that should be considered during a large-scale change process such as this one. Workspace has supported us in the learning process. It's good for the support to continue even in the period following the change. For us, it was natural to combine wellbeing at work, leadership and this concept, so it can be utilized in other change processes in the future.”

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At the moment we are still mainly located at personal work stations and divided into units, but we will continue discussing what the next phase of development will be. The idea is that the organization will be more flexible in the future and we will be able to collaborate more efficiently with the different units. Even though we are still learning to utilize our new space, the Working café and other shared spaces are already in heavy use. It is now easier to approach people and in the shared spaces you can encounter people you previously only worked with via e-mail. We have also started to critically assess the number of meetings required. Up to 80% of the answers to questionnaires relating to the premises and work satisfaction have been positive.”

Space Efficiency

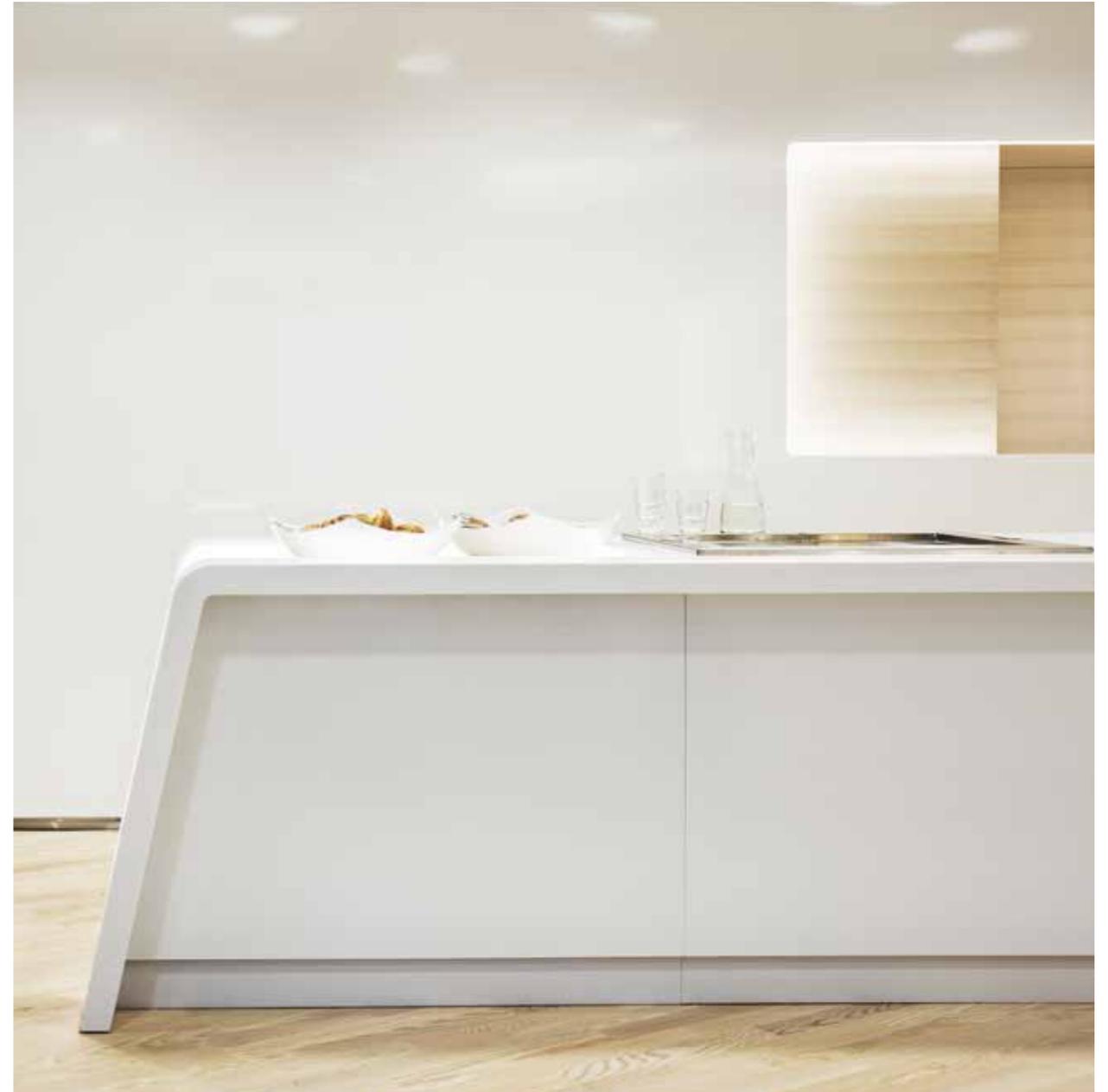
After the move, space usage was reduced to a third (42 000 m² to 13 500 m²), which creates considerable cost savings. At the same time, the quality of the premises was improved and the pleasantness of the environment increased considerably. After the move the impression has been that there appears to be ample space and it would still be possible to give up more space. The versatility of the facilities makes it possible for the premises to effortlessly suit even the future developmental phases of the company. According to Tuuliainen, the flexibility of working will increase.

According to Tuuliainen, this new way of working increases the employee's own responsibility of their work flow. For example management work must be done differently in the new work space; the small meeting room has to be used for private discussions. On the other hand, working with one's immediate superior has become easier since people are close to each other and easy to reach. The company's management also became visible to the employees in a new way:

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In the new work space you can hear comments about how the CEO is working at a workstation just like everyone else's. Barriers have been broken. At first we received messages saying it is impossible to focus on challenging work in a space like this. Recently, however, we are starting to hear people wondering how we were able to work in the old space. The new premises allow you to get more support from

your team and be able to complete tasks faster and more efficiently. All of the support for the change – the personnel participation, designing and communication, discussions on the ground rules, work environment, atmosphere and strategy - has paid itself back. This is a part of the change process Finnair's business operations are going through – which is about more than just premises. This building must, now and in the future, express what we want our work to be.”



Ask more information!



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