



GLOBAL AND NATIONAL CONCEPTS



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



INTERIOR DESIGN THAT SUPPORTS COMPANY IDENTITY

The Wärtsilä Oyj has been making cooperation with Workspace from the year of 2011, when they started to develop of the global workplace development concept. By the end of 2013, Workspace had helped Wärtsilä direct the design of new offices in five continents and 13 countries.



”

The premise was interesting since previously the facilities and workspaces had been locally directed while only some countries had actual resources, and only few countries had professional resources. Wärtsilä was reorganising its operations and it was clear that it was necessary to improve the workspaces in different locations.”

JYRKI LAURIKAINEN, FACILITY DIRECTOR, WÄRTSILÄ OYJ



Wärtsilä Helsinki Head Office, picture: Mahlum 2007

Case: Wärtsilä

The Wärtsilä Oyj global workplace development concept project began in the spring of 2011 when Jyrki Laukarinen was appointed Facility Director. Previously, Laurikainen had worked at Hewlett-Packard in various roles in Finland and in Europe realising the corporate's global working environment concept. Now he directs, defines and leads the Wärtsilä workspaces and organisations located in over 70 countries. At Wärtsilä, there was a desire for globally more active workspace management:

”

The premise was interesting since previously the facilities and workspaces had been locally directed while only some countries had actual resources, and only few countries had professional resources. Wärtsilä was reorganising its operations and it was clear that it was necessary to improve the workspaces in different locations.”

The workplace development concept project started by inviting service providers to tender for the project and to be interviewed. After a month long vetting process, Workspace Oy was chosen for the task. According to Laurikainen, the choice was made based on the best expertise and vision on global working environment leadership.

The project began with setting goals that were based on a strategy and specific values (energy, excellence and excitement). Laurikainen himself had some thoughts on what kind of elements the concept would likely contain and what kind of challenge the project would be:

”

We did have some kind of clue what we wanted from the project; it was obvious for us that a cubicle office would not suit our working needs, and we were pretty sure that we wanted a multiple space environment.”



Co-development Solution

In the initial stages, a pilot organisation identification was performed. The offices chosen for the pilot were the Helsinki head office, two different offices in the Netherlands; they were organisations orientated to sales and product development. With the help of a questionnaire, all pilot participants, approximately 500 people, were included in the working method analysis

The work profiles based on the questionnaire steered the personnel workshops held in the Netherlands and in Finland where new working methods and solution frames for each profile were planned.

During the concept work, the concept was tested in Mumbai and Shanghai. Local design

was supplemented with guidelines while more client specific information and experience was added to the concept design. Laurikainen appreciates a clear direction and constraints for employee participation:

“***The concept was modified based on people’s feedback. However, the guiding factors were always the operational goals that rise from doing business.***”

The concept work was documented in the form of a manual. Once the management group approved the concept, it was reproduced around the world at full speed. The concept worked as a guide for regional workspace managers who had also participated in creating the concept and therefore had the basic training for it. As the concept implementation progressed, regional managers were given additional training on for example managing working environment change.

The concept is derived from the working methods, the goals and the values of the organisation and it forces working environments in different countries to function in a uniform

manner. The greatest value and benefit culminates in two things:

“***The most important thing is that the Wärtsilä working environments are improved. For example ex post evaluation enquiries performed after workspace changes show that work contentment and productivity increase when employees are able to interact but also concentrate on their work.***”

Simultaneously, there are concrete cost savings in lowered workspace costs: there is about 40% decrease in surface area.”



Workplace Development Concept saves money and time

By the end of 2013, Workspace had helped Wärtsilä direct the design of new offices in five continents and 13 countries. In most cases, the design was supported from Finland by making concept tests, commenting on plans and producing material that supported the implementation of the changes. In some offices, a Workspace expert was present to facilitate the management and personnel change and to help at the solution workshops. With the accumulated additional experience, the concept was updated with more functional solutions.

At the same time, Wärtsilä wanted to condense different documents directing the working environment change into one compact, easy to read working environment manual. The manual is a combination of documents concerning the visual image, workspace safety, technical workspace instructions, ICT solutions and documents directing the management of working environment change. Along with the manual, a constantly evolving tool kit for change management is being developed, and its purpose is to ensure that local managers can reproduce the concept successfully.

According to Laukarinen, the advantages of ongoing collaboration arise in various ways and especially at future stages of working environment development. Quick floor plan design and different test adaptations are a central advan-

tage of collaborating. In addition, starting and ex post evaluations are uniform which gives sufficient proof that the concept is successful in different locations. Likewise, the start off is faster in other spaces concerning the project when there is already a common vision of the company's goals and values. Laurikainen expects and values new ideas for developing the already performed concept work.

”

The kick off project was in fact for creating the concept and after that the real work has begun – implementing the concept globally in different offices. The concept is kind of the basis for everything but the global implementing and change management is the real thing!”



Ask more information from our expert!



Pasi Kaitila
Executive Consultant
+358 50 305 5821
pasi.kaitila@workspace.fi