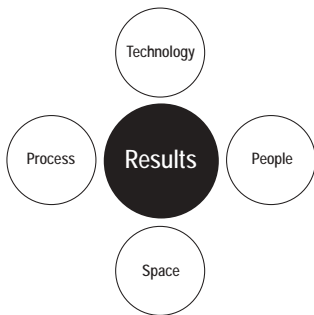




manage your workplace strategically

There are sound business reasons for managing your workplace as a strategic asset, treating it with the same importance as people, business processes, and technology.



As a strategic asset, the workplace must function as a high performance environment that seamlessly integrates architecture, furniture and technology with insightful planning.

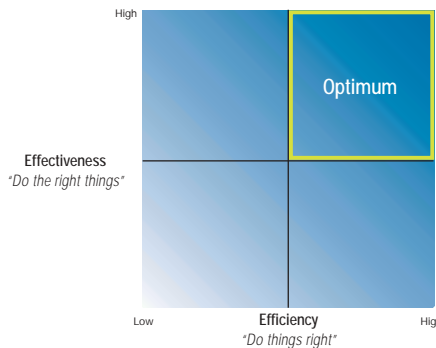
The following discussion centers on Managing Your Workplace Strategically. It is one of six planning principles that enables you to plan and create a workplace that becomes a critical management tool, supporting the corporate strategies that have a direct impact on your business results.

Exploring the Issue of “Managing Your Workplace Strategically”

Managing a high-performance workplace requires your ability to plan, provide, and manage all of its essentials... within a budget that fits the business goals of your organization.

It demands the integration of *all* the operations of *all* workplace elements.

It demands the highest possible levels of effectiveness and efficiency.



And it demands the thoughtful management of numerous diverse and interconnected issues: individual work areas, group zones, hospitality locations; lighting, audio-visual, live and virtual conferencing technology, acoustics, signage... and many more.

All of these issues relate to three main areas:

- Furniture, Interior Architecture and the Way it is Applied**
Making sure it's flexible and adaptable. Solving for a multitude of seemingly contradictory needs: more people in less space, while you provide comfort and ergonomic support for all; flexibility and ease of change, while you maintain aesthetic continuity; supporting diversity and generational differences, while you sustain a comprehensible corporate culture.
- Technology Infrastructure**
How to plan for dependability, flexibility, and security. Developing the right long-term solution for each of your facilities so you can live with the results... and thrive with the possibilities.
- Environmental Policies**
Living with policies of environmental responsibility. Balancing corporate values within the realities of being "green" in today's economic environment. Your sensitivity to the environment today will reap economic and public relations benefits tomorrow.

It is the combination of these three areas that determines the overall performance capabilities and value of the workplace to your organization.



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Furniture, Interior Architecture and the Way it is Applied

Making sure it's flexible and adaptable.

Uppermost in the minds of today's facility planners is how to effectively accommodate a wide variety of people and their work tools amid the pressures to reduce square footage.

You have other cost issues to consider, as well. What is the initial cost of the purchase? What's the true life-cycle cost? And what about the cost of organizational churn: the rate at which workers and technology will be relocated in your work environments?

As a portfolio, all of your workplace products — interior architecture, furniture, and technology — need to work together to ensure that they are efficient to own, easy to blend and adapt, and aesthetically compatible throughout.

You must be able to apply them effectively to support *all* the ways your people work today and tomorrow. And beyond the varied needs of *individual* workers, product benefits must extend to groups that represent diverse disciplines and work styles.

When it's time to adjust to inevitable changes — in your organizational strategy or in the ways your people work — all products in your portfolio should be able to *migrate* to newer conditions, configurations, and application uses.

In other words, insightful planning with a product portfolio that includes interior architecture, furniture and technology will result in a workplace that truly supports your business goals.

Technology Infrastructure

How to plan for dependability, flexibility, and security.

Your decisions about technology infrastructure have long-lasting and far-reaching impact. High-performance power and data technologies are readily available, but your challenge is to deliver them from the building core to every user, to make them highly flexible to support mobility, easily accessible when change occurs, and to operate everything within your budget.

This means routing wires and cables through ceilings, access flooring, various kinds of fixed and moveable walls, and workplace furniture. Even in a "wireless" environment, this type of routing of wires and cables is required.

To develop a realistic plan for technology, make sure you collaborate with your IT counterparts around three criteria that support your organization's work process and people:

1. the required *access, integrity* and *quality* of the power/data connection
2. the appropriate level of *security* needed within your systems
3. the amount of *flexibility* required to accommodate ongoing change

And, like all investments, measure your technology costs in three ways:

1. the initial purchase price, referred to as "first cost"
2. all costs related to acquiring, owning, and managing the asset for its lifetime, referred to as "life-cycle" cost.
3. how effectively you support users (individuals and teams)

Environmental Policies

Living with policies of environmental responsibility

They're known as "green policies," and they address environmental issues of resource conservation, pollution prevention, sustainability, compliance obligations, environmental consciousness among workers, and more.

When it comes to the workplace, the definition of quality has evolved to a new standard. In addition to being highly functional, durable and aesthetically pleasing, workplace products must also be environmentally responsible. This means, for example, diminishing carcinogens (cancer-causing substances), reducing volatile organic compounds, and eliminating ozone depleting substances from manufacturing processes.

It's important to help your management team understand that the cost of your workplace assets will vary widely as you work to adhere to the organization's environmental policies. Those policies may include guidelines relating to product life cycles, percentages of recycled content required, recyclability of purchased products, avoidance of harmful materials and indoor emissions within new products, and appropriate methods for the elimination of waste when the useful life of products is over.

Building a collaborative relationship with your organization's environmental group is the best way to assure adherence to corporate values, as you seek to fulfill the myriad of workplace needs that arise day to day.



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How to Think About Measuring Efficiency and Effectiveness

At the strategic level, your workplace must be managed as a wholly integrated system of changing — and interchangeable — components of interior architecture, furniture, and technology. That gives you the ability to adapt quickly to both long-term and spontaneous changes in the evolving needs of people, work process, and/or technology.

When considering new spaces or modifications to existing facilities, how much investment — both immediate and life-cycle — is worth the expected benefits?

More than just a valuable economic exercise, strategic workplace management enables you to assure ongoing effectiveness as well as aesthetic continuity.

Today's technology allows you to streamline processes, including visualization of solutions, acquisition of product, and on-line information management for the life of your facility.

Resulting benefits include reduced cost of procurement; clear and effective standards; healthier, more satisfied and productive workers; and simplified daily management of assets throughout their life cycle... enabling you to fully leverage your workplace in support of your business strategies.

A Word About Financing

There are as many financial alternatives for the acquisition of goods and services as there are resources willing to fund them. The questions for you to address are:

- How do you want product and service acquisitions to fit your cash-flow and investment strategies?
- Where do you want them to appear on your balance sheet?

Only ongoing, objective evaluation can determine the wisest course for your organization. A menu of possibilities might include term-purchase, leasing, customized alternative-to-ownership options, rebates, and more. And depending upon your tax situation, your organization may benefit from accelerated depreciation on your workplace assets.

How To Experiment with Change

- Ask your Steelcase dealer to *conduct a free Insights Survey or an Observation Study* to determine how your workplace can better support the ways your people currently work to jumpstart your organization's effectiveness.
- The next time you modify your workplace, team up with your design resource and your Steelcase dealer to *plan pre- and post-occupancy evaluations*. Survey a sampling of workers, along with your facilities and IT groups, to determine the levels of efficiency and effectiveness they require. And when the project is complete, go back to measure how well your goals were achieved.
- Ask your Steelcase dealer to *conduct a free "standards check up"* as a way to appraise the current condition of your workplace standards programs, and make suggestions about how they can be improved to support individual and group space.
- Get together with your local Steelcase representative to *discuss the facility management processes* you now have in place; ask for an evaluation on how you might improve the processes you have. Solutions might include technology to help you streamline process; co-sourcing or outsourcing certain aspects of your activity; or trying new methods to determine the life-cycle costs of your workplace investments.
- On your next purchase of workplace assets, *look into financing alternatives*. Steelcase Financial offers a full range of financing services for Steelcase products. Work with your financial management group to determine the wisest course for your organization.

Evaluate the Investment

Remember, one of the six planning principles of a high-performance work environment is the ability to manage your workplace strategically. If you're interested in using this or any of the other building blocks to help define or redesign your work environment — by strategically integrating the interior architecture, furniture, and technology used by your people — let us help.

For more in-depth information on strategic workplace management, see the Steelcase knowledge papers at www.steelcase.com; Tools and Insights.

- *Measuring Business Results: The Role of the Workplace* (S510561)
- *Reclaiming Buildings: Interior Strategies for Change* (S10560)
- *Assessing Workplace Intangibles: Techniques for Understanding* (S10704)

Visit the "Services" section of www.steelcase.com for information about a variety of services related to strategic workplace management.