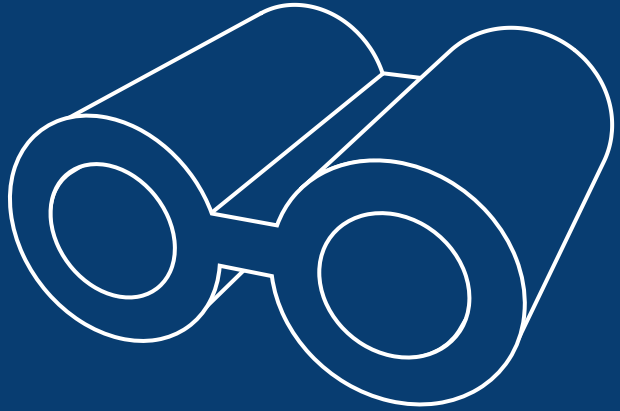




Guide

How to create a future-proof workplace strategy

Insights from 8 industry experts

Get ready for the next chapter of work

As a business leader, you've most likely been overwhelmed with opinions about the future of work. And strangely enough, remote working has taken the center stage in today's workplace strategy debates. Most of us don't realize that the future of work isn't a matter of where people should work. The real question is: how fast can you change?

Because whichever new working concept you create, it's not going to last forever. Neither will the next one. Accepting that is the best start for a future-proof workplace strategy. After that, it's a matter of focusing on what people need to perform at their best. Finally, giving yourself the tools to anticipate change will turn your organization into a true front-runner.

In this book, we will guide you through the steps you need to take to create a future-proof workplace strategy. And we're not the only ones. To ensure your success, we've collected tips and tricks from 8 industry experts. And remember: the best places to work don't stay the same, they change. So dive in and enjoy!

Sander Schutte

CEO Mapiq



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Meet the experts



Gideon van der Burg

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Leesman



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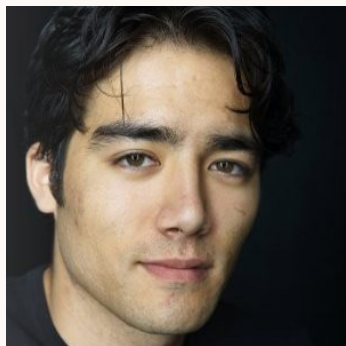
Anja Jamrozik

Behavioral scientist



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Key Portilla Kawamura

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Marco van Gelder

Workplace strategy consultant
Veldhoen + Company



Aleksander Szybalski

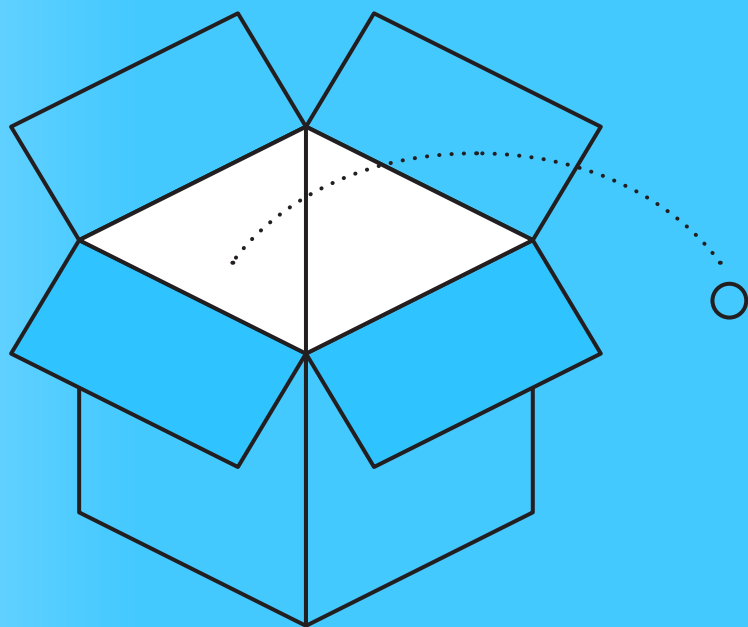
Workplace strategy consultant
Cushman & Wakefield



Nick van der Kloor

HR Site Manager
Danone

Let's reinvent work



Build a dream team

Before you take off on this great adventure, make sure you've got your dream team ready. Developing a new workplace strategy includes many elements, so make sure to involve different specialists. Think about your following experts: →

Once you've confirmed your squad, it's time to get started. Define clear roles, goals and a timeline for your workplace strategy project. Take into account that creating a workplace strategy is a project that needs full focus. Consider aligning external experts.

Workplace consultants, experience designers or smart technology specialists can provide valuable feedback from an outsiders perspective.



Chief operations

With an eye for efficiency, your operations- or facility management specialist can help you ensure business continuity and reduce cost.



HR manager

Knowing all about your people, HR specialists can focus on what's best for your workforce to create a thriving work environment.



Workplace specialist

If you have an internal workplace specialist, you're a lucky one. Workplace specialists can lead your change internally.



Real estate director

To facilitate your new way of working, a real estate professional can help you decide how to optimize your buildings



IT manager

To facilitate your new way of working, a real estate professional can help you decide how to optimize your buildings



External consultant

Designing experiences is not an everyday job. Involving an external consultant will help you keep focus and think out of the box.

Expert tip

Start from scratch

Now that you're ready to develop your strategy, start by taking a step back. What does a workplace strategy mean? What does it include? And which questions should we ask ourselves to begin with? Key Portilla Kawamura from Studio Banana can tell you all about designing your experience.

For decades, our work-life was centered around the office. But a lot of offices have been dead for a long time, we were just too afraid to admit that. The pandemic has shown that many of us can work from anywhere. If you truly want

to reinvent your way of working, you must look beyond physical places.

Start considering work-life as an ecosystem that involves many different aspects.

Think about:



Social interaction



Learning



Development



Self-care



Inspiration

For each of those purposes, we go elsewhere. Mixing all of them into one leads to confusion, frustration, and eventually, an unhealthy work-life balance.

When designing a new employee experience, it's essential to clarify the purpose of different spaces. Start by answering the most important questions:

why do we work? How can we collaborate? How can we establish a rhythm in our organization? The answers to these questions will be the core of a successful experience.

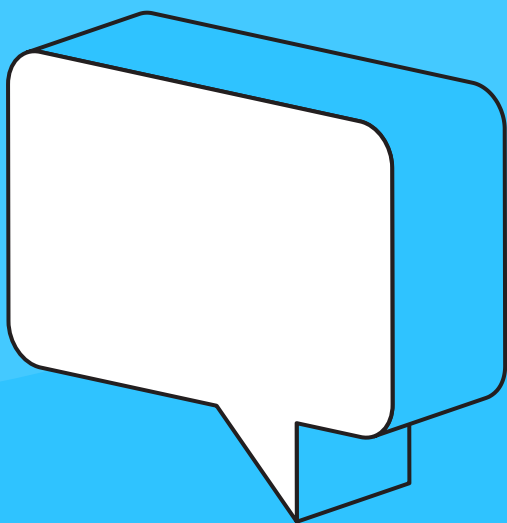
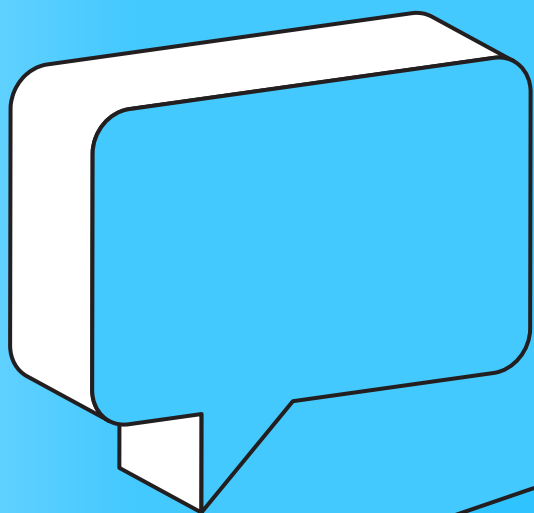
Key Portilla Kawamura

Co-founder

Studio Banana



Involve your people



Give employees a voice

A well-executed workplace strategy is centered around your company's most valuable asset: your people. Involving your people isn't just beneficial to find out what suits them best, it also boosts the adoption rate further down the road. Employees that understand why changes are happening, show a higher sense of commitment and are more willing to take ownership.

Start the conversation and invite the workforce to share ideas by sending surveys, facilitating workshops or in-depth interviews.

Take the time to understand their priorities. How have they experienced the last year at work?

What do they like about your current way of working? Which challenges have they been facing? Getting open and authentic answers to these questions are a solid basis for your workplace strategy.

Expert tips



Whether organizations adopt permanent remote work policies or reopen their offices depends on a company's priorities. One thing is for sure: if you want to create a future-proof workplace strategy, you need to understand what employees need to perform at their best.

Marco van Gelder

Workplace strategy consultant
Veldhoen + Company



Involving employees is a bottom-up process. At Danone we have the goal to entrust our own people to shape the future. This is the core of our strategy and the way we work. You can only succeed when your employees are onboard. If they want more collaborative workplaces, you should anticipate.

Nick van der Kloor

HR Site Manager
Danone

Analyze working patterns

Expert tip

Start by analyzing how people work, both in -and outside the office. Gather the knowledge you need to decide if your way of working is effective or not. Based on these findings, you can create a vision to form policies around. To collect this information, you can combine data from different sources.

Discover agenda patterns, uncover the quality of meetings, map

communication lines, and analyze focus time in Microsoft's analytics. This gives you indicators on productivity and well-being. You can compare these based on the location people work: home or the office. You can also find out how people use your office: the busiest time of the day, the densest places, and most used facilities. With these insights, you can answer questions like:

Besides collecting individual opinions, it's essential to discover working patterns on a bigger scale. When you tap into different sources, you will be able to answer questions like: *what do our daily activities look like? Which meetings are the most effective? Who collaborates with whom?* The more concrete your questions are, the better your decisions will be.



1 How do your people work?



2 What do they need to be productive and feel well?



3 What is the purpose of the office for your company?

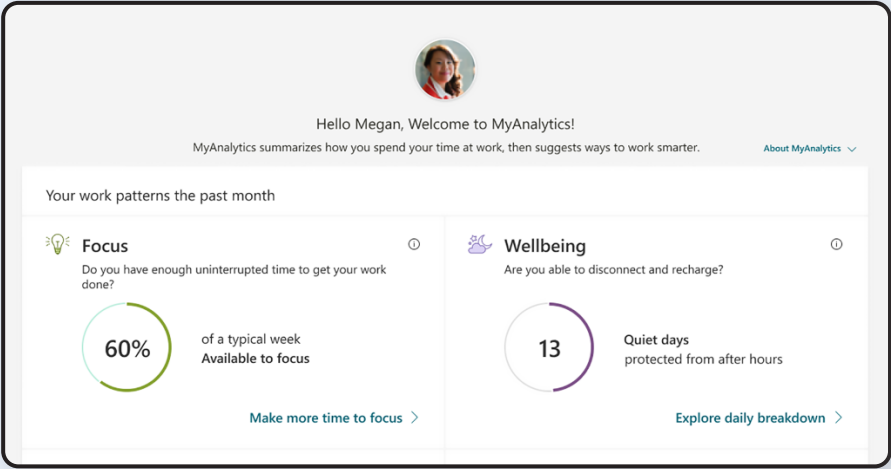


4 How do we divide our activities between home and the office?

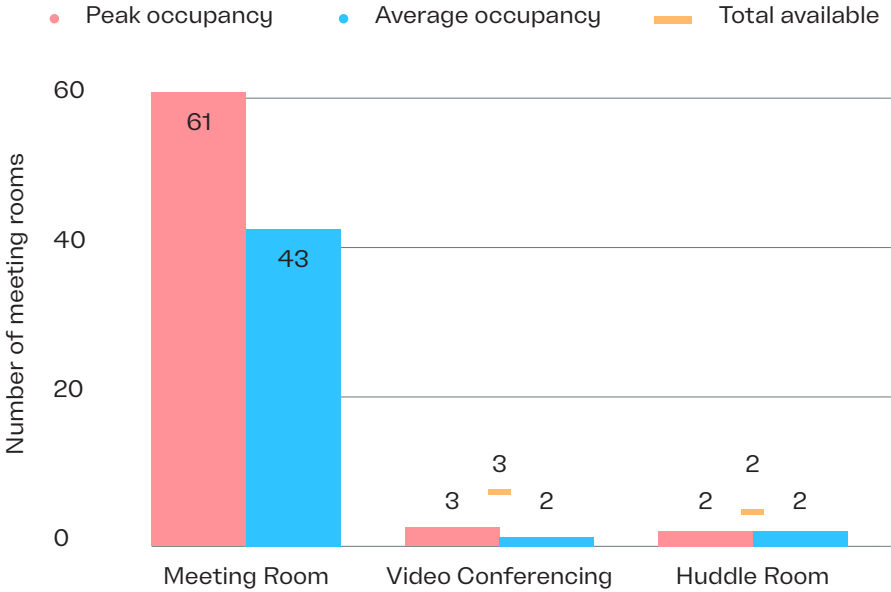
Marco van Gelder

Workplace strategy consultant
Veldhoen + Company





This is your meeting room occupation



**'Combine data from
different sources,
to get indicators on
productivity and
well-being.'**

Marco van Gelder

Workplace strategy consultant

Veldhoen + Company

Visualize the ideal experience

Now that you've gathered input from your employees have and the right insights at hand, you can dive deeper into the ideal employee experience. *What does the perfect work week look like? Which activities*

should be done from where? How can you support employees? Which elements are missing? What changes can you make quickly and what changes can you make on a long-term basis?

Expert tip



"We have already broken so many habits. We are at a point where we have the opportunity to do things differently. Think about the activities your employees do and design the workplace experience around them."

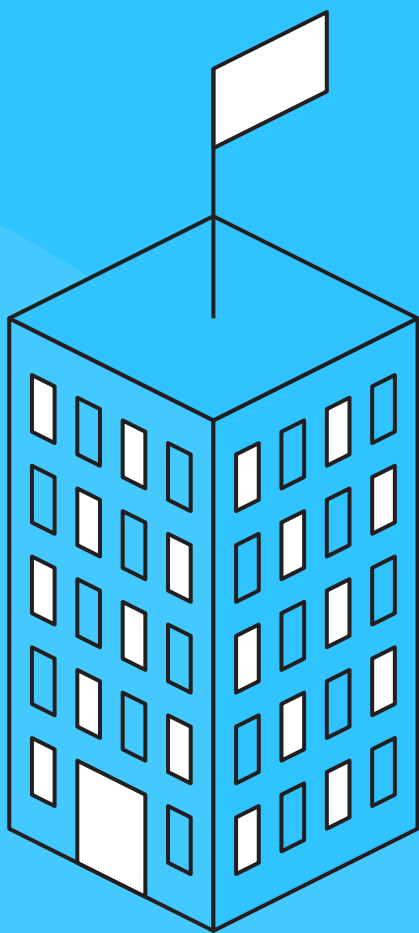
Anja Jamrozik
Behavioral scientist

Improve in the workplace, particularly which activities are poorly supported there



Source: Leesman, Workplace of the future report 2020

Bring your office back in the game



Do I even need an office?

Yes, you do. Research from both [Leesman](#) and [NTT](#) show that people do need an office. Especially younger generations care a lot about companionship. Socializing, inviting externals and learning from colleagues boosts their well-being. To bring your office back in the game, let's dive deeper into the top reasons for people to visit your office:



Sense of belonging



Learning



Autonomy



Collaboration



Creativity

1

Sense of belonging

Around 45% of employees do not feel connected to their coworkers and organization while working remotely. Employees need to feel part of an organization to do their best work.

2

Learning

Although sitting behind your webcam in sweatpants and a blouse may be comfortable, it's not always enough. The rule of personal communication from Professor Albert Mehrabian in the 1970s stated that our communication exists of 55% body language, 38% voice and tone, and 7% spoken words. This means that in the last year, we've missed 55% of our needs for personal communication.

3

Autonomy

Giving employees freedom and flexibility over when and where they work is key in 2021 and can boost employee well-being. Research from BCG shows that 60% of employees want flexibility in where and where they work in the future. If you take away the option of going to the office at all, you may lose part of your workforce to other companies that do offer choice.

4

Collaboration

Teams who work together frequently solve complex problems more easily, build better relationships, and feel better about their work. When employees feel like they belong to a team, they just feel happier and healthier.

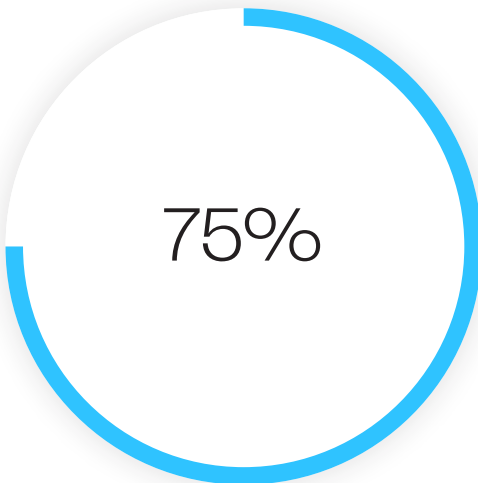
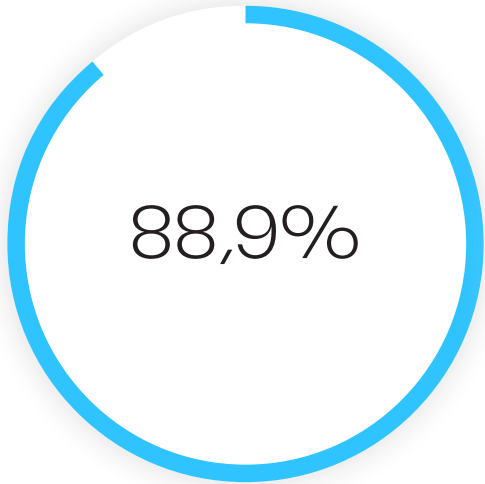
5

Creativity

So, collaboration in the office can boost creativity and help us bond with colleagues spontaneously. In 2020, only 52.6% of employees felt supported having unplanned meetings. That makes perfect sense, since it's easier to bump into your colleague in-person than on Slack. And those moments of spontaneous interaction are where the magic happens.

75.0% of organizations agree that employees would prefer to have the choice and flexibility to work in an office when it is safe to do so.

88.9% agree (45.3% strongly) that face-to-face meeting time is essential to build a sense of teamwork and/or when meeting clients.



75.0% of employees would prefer to work from an office than from home (but desire level does diminish slightly with age).



‘Employees want to choose where and when they work, and generally prefer to work in an office.’

Source: NTT Intelligent Workspace Report 2020

Why your office feels outdated

Every few years the “perfect” office space changes. Having the feeling that your office is outdated happens to nearly half of all organizations. Especially since the pandemic.

Expert tip



Workplace needs haven't changed solely due to the pandemic. We always needed the right environment to work in. However, organizations now realize the importance of a well-designed office for their people, now that we've worked from home for so long.

Anja Jamrozik
Behavioral scientist

The trick is to zoom out and understand why your office doesn't support your way of working anymore. The world is changing, your company is constantly evolving and so are your people.

In the last chapter we've seen that not all activities can be done from home. To give people the full

experience, your workplace needs to complement the home office. People need different facilities now. They spend a lot of time home alone. So when they visit the office, they expect interaction, inspiration and companionship. If your workplace feels outdated, this might be caused by the following:



1 Your office doesn't provide the facilities people need



2 People don't experience enough freedom of choice



3 The office lay-out doesn't stimulate the sense of belonging



4 The workspaces don't inspire people

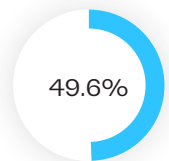


5 The working concept doesn't allow spontaneity



6 Teams can't easily find each other

Just **49.6%** of organizations strongly believe they already have a workplace to be proud of.



Source: NTT Intelligent Workspace Report 2020

How to change your workplace

Now that you understand their needs, it's time to adapt your workplace. And no worries, we won't leave you hanging. We've summed up 6 ways to boost the office experience:



Offer variety in workspaces

Match your workspaces to the activities of employees. From huddle rooms to brainstorm areas, coffee corners, and focus zones: each space should help your people get the job done differently.



Start sharing facilities

It's efficient, flexible, and gives people freedom of choice: sharing facilities will boost the employee experience while making the most efficient use of your space.



Personalize the experience

Give people control over their work environment. Offer them the tools and insights they need to decide where they want to work, how, and with whom.



Encourage spontaneous meetings

Recurring meetings kill creativity. Leave room for ad-hoc meetings and let people easily find available meeting rooms.



Bring teams together

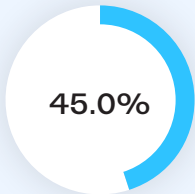
Create match-making moments and boost the sense of belonging in the workplace. Bring people together in the office at the same time.



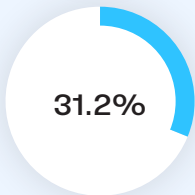
Keep track of changing needs

Does the workplace still support employees' needs? Keep track of how employees use your office and anticipate change.

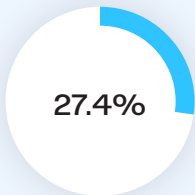
Top trends in reshaping the physical office space



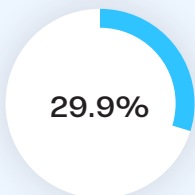
Will advance video conferencing/video collaboration to better enable flexible working



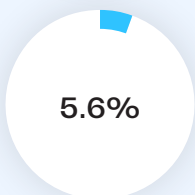
Implementing additional creative/ thinking spaces



Will provide more planned meeting spaces



Will reduce individual desk space



Just 5.6% do not plan to re-shape office space

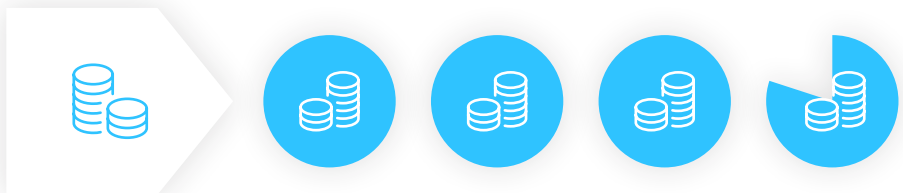
Source: NTT Intelligent Workspace Report 2020

The ROI of a great workplace

Adapting your workplace to your employees' needs pays off big time. Our partner [NTT](#) recently found that employee well-being is one of the most valuable outcomes.

A study by the American Psychological Association (2016) reveals that the ROI of wellness initiatives is about \$30 per month per employee. For every \$1.00

spent on the well-being of their people, employers got roughly \$3.80 in return. Imagine your ROI on employee well-being in 2021 and beyond.

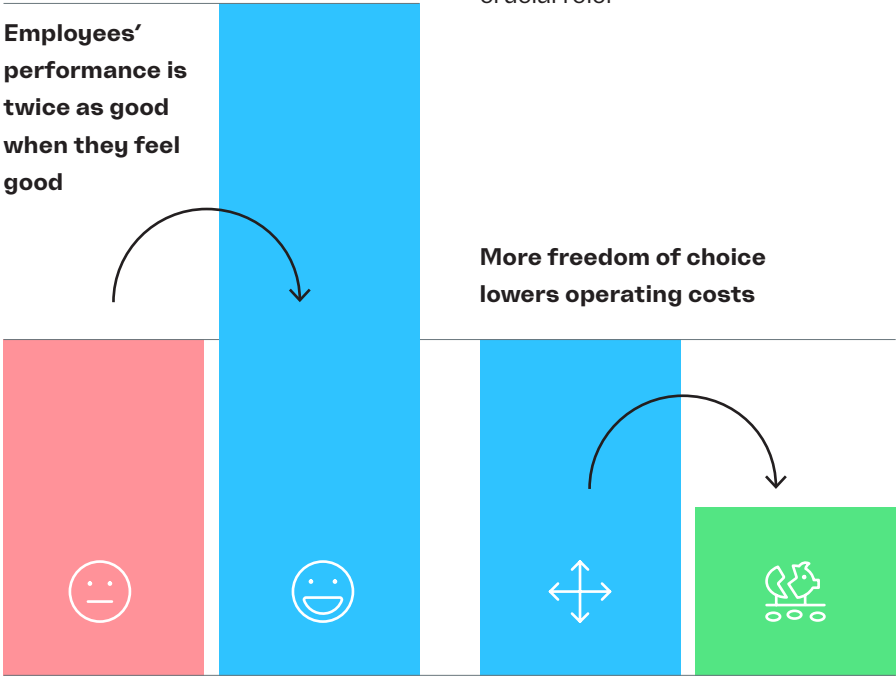


For every \$1.00 spent on the well-being of their people, employers got roughly \$3.80 in return.

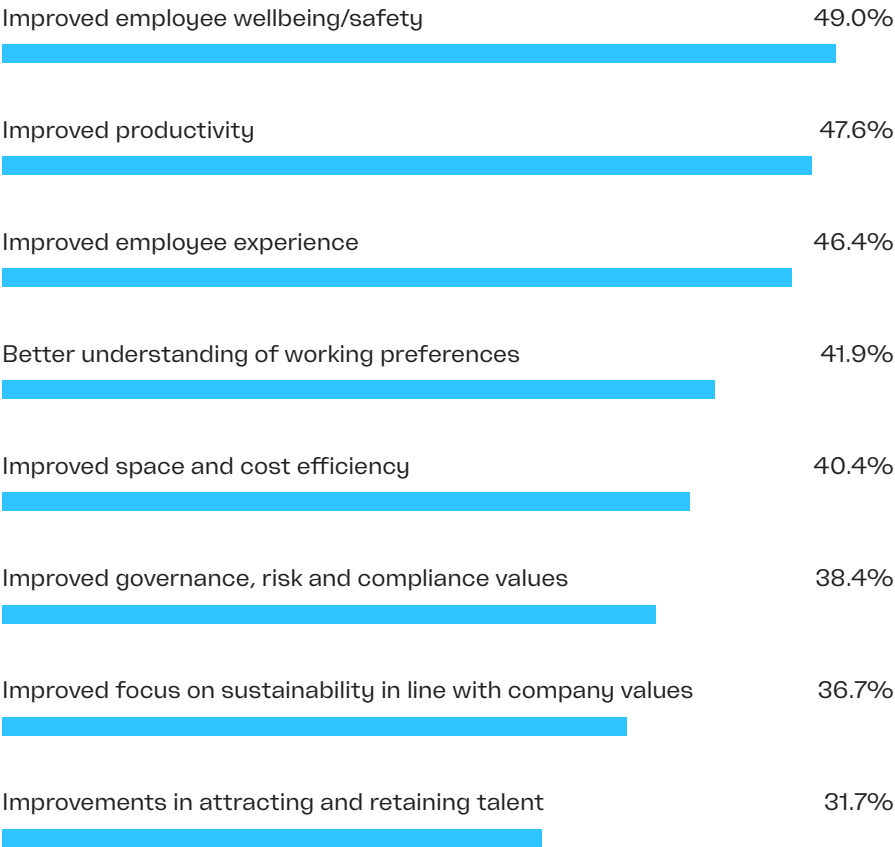
The ROI of employees who feel good, mainly tends to pay off in performance. On average, their performance is even twice as good compared to people who don't feel well at work. On a company level, a doubled workforce performance will reflect itself in growth.

And it doesn't stop there. Organizations who give employees freedom of choice, also experience a boost in attracting and retaining employees. In the U.S. employee turnover costs U.S. employers over \$1 trillion a year.

Finally, a major reason for companies to give people freedom of choice is to reduce operation cost. When employees share facilities, you will be able to reduce unnecessary space. In this case, smart technology plays a crucial role.



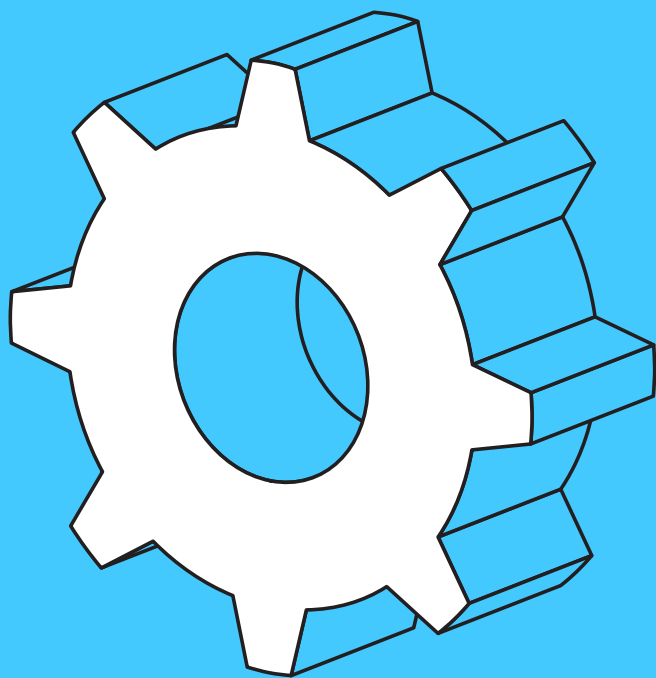
The workplace benefits organizations experience



Source: NTT Intelligent Workspace Report 2020

In the next chapter, we'll guide you through the technology you need to achieve these results. And just as important: that enable flexible use of the workplace while minimizing your workload.

Implement supporting tools



Smart office technology:

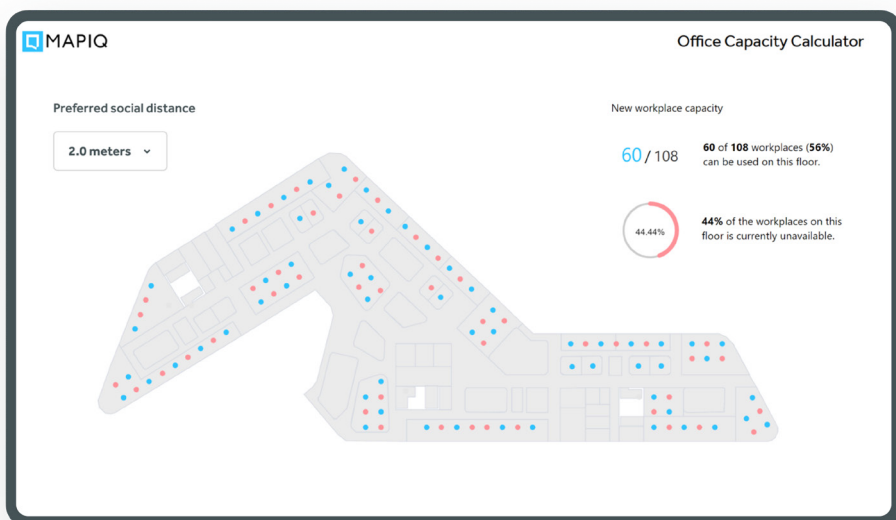
A must-have for the 21st century

In a future-proof workplace strategy, one-size doesn't fit all. Modern workplaces make room for a personalized experience and give people control over their work environment.

That's why lately, smart office technology is not a 'nice to have' anymore. It's a painkiller for today's most disturbing headaches in the workplace. Wasting time looking for an available meeting room, not finding the workspace that meets your needs or not knowing who's in today are all part of the past.

Smart office platforms like Mapiq are the remote control for your office: giving people an overview of

what's happening in the workplace enables them to decide how they want to work, where and with who. This gives employees freedom of choice, reunites teams and stimulates spontaneity in the office. On the other hand, smart technology minimizes the workload for facility managers and business leaders. Less guesses, better decisions.



Expert tip

Employees have never been more connected with each other than through today's technology. But when we're working from home, we can't just walk over to colleagues for an informal chat. As a result, we notice employees miss bumping into each other in the hallway. Talking to colleagues from other teams was always the secret element that made creativity fly. Luckily, you can boost those match-making moments through smart office technology.



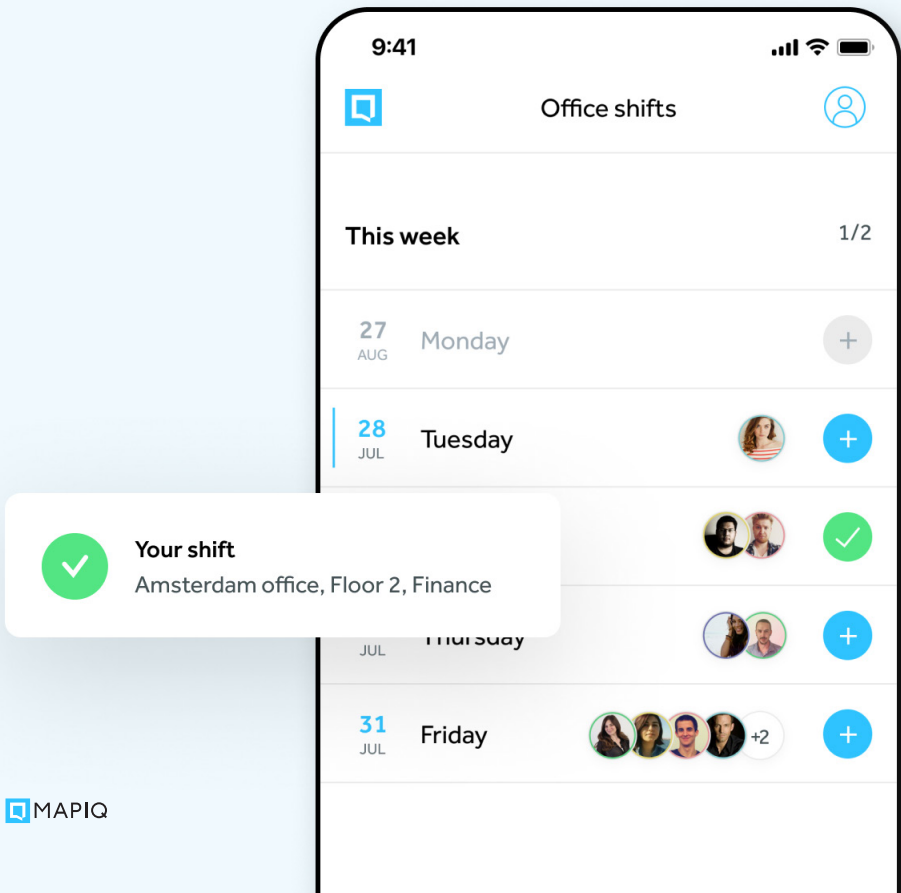
Anja Jamrozik

Behavioral scientist

How to create a future-proof workplace strategy
Implement supporting tools

Smart office app

The remote control of your
office for employees



Via the app, people book facilities in advance, but can also see which desks or meeting rooms are available in real-time. Teams can align their days at the office and even locate each other within the building. And on top of the cake, employees can set the lights and temperature to their own preferences when entering a room.



Desk booking

Flexibly book a shift in the office on the days that suit your employees best.



Colleague finding

Got a question? Locate colleagues within the building and ask them in person.



Team connections

Align shifts with team members and find an area to collaborate.



Room booking

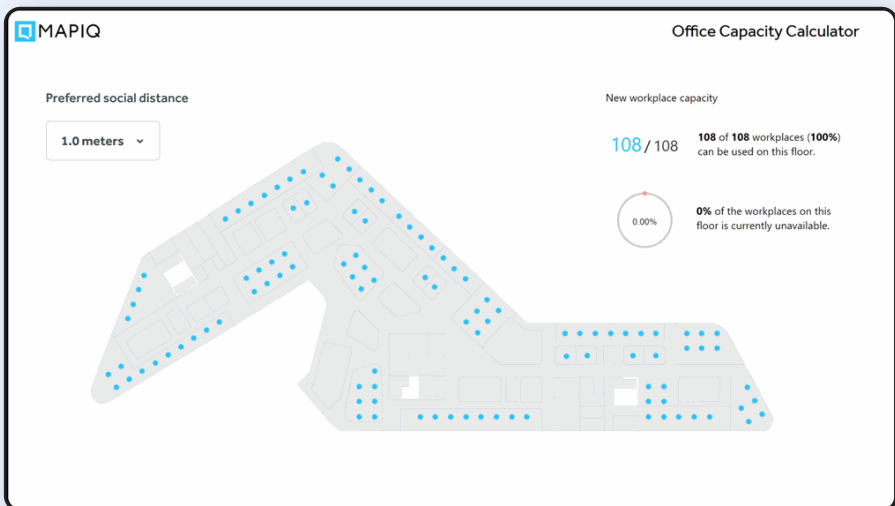
Got a great idea? Jump into an available meeting rooms and take advantage of no-shows.

Smart analytics dashboard

A cockpit to manage your smart building

Office capacity calculator

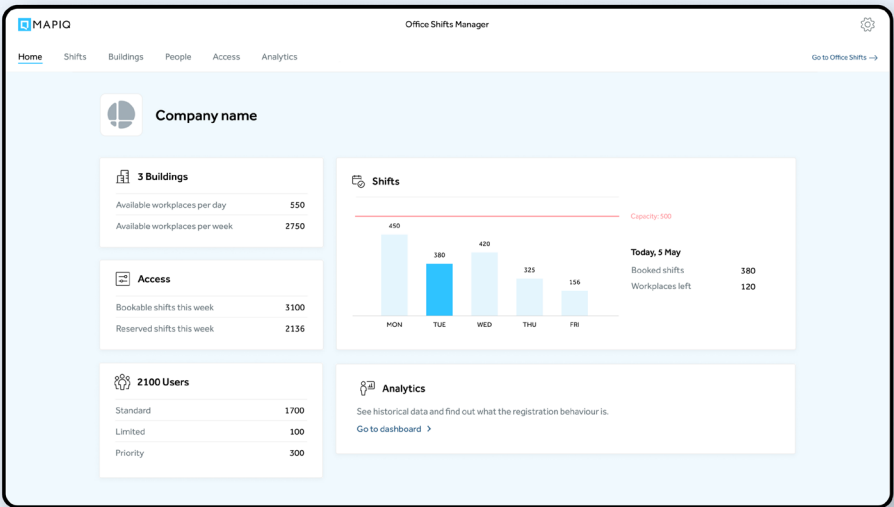
Calculate a safe office capacity and visualize your new floor plan within minutes.



Besides personalizing people’s experience, smart office technology makes a significant impact on safety, operation cost and – efficiency. Knowing how people use the office helps business leaders eliminate dead zones and spread the office capacity during the week. In the next chapter, we’ll learn you all about these workplace analytics.

Workplace manager

Protect a safe office capacity in multiple buildings while giving employees the flexibility to book a shift in the office.



Expert tip

Sharing workplace analytics doesn't only help you to keep your office safe. It also gives employees the option to choose what they feel comfortable with. If the capacity is almost at its limit, they can decide not to go.

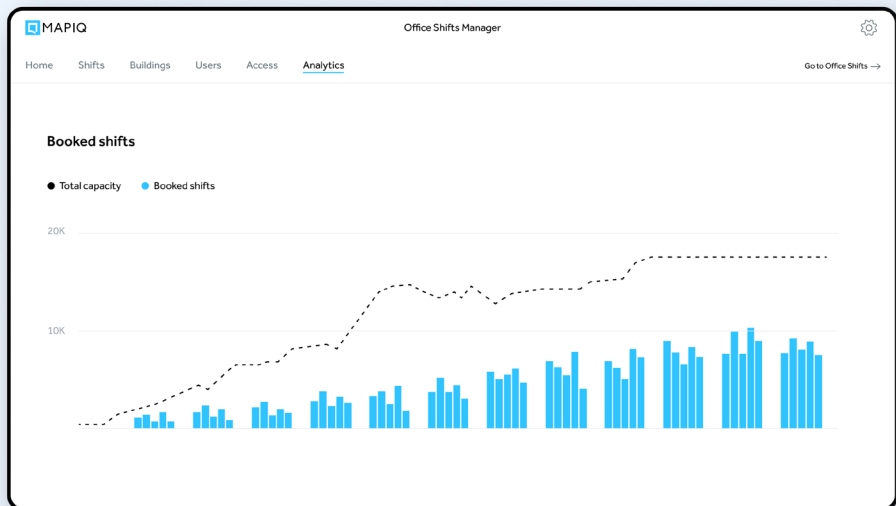


Aleksander Szybalski

Workplace strategy consultant
Cushman & Wakefield

Workplace analytics

Discover how people use the office and analyze booking behavior. Evaluate your strategy and anticipate changing needs.





Stay on top of changes

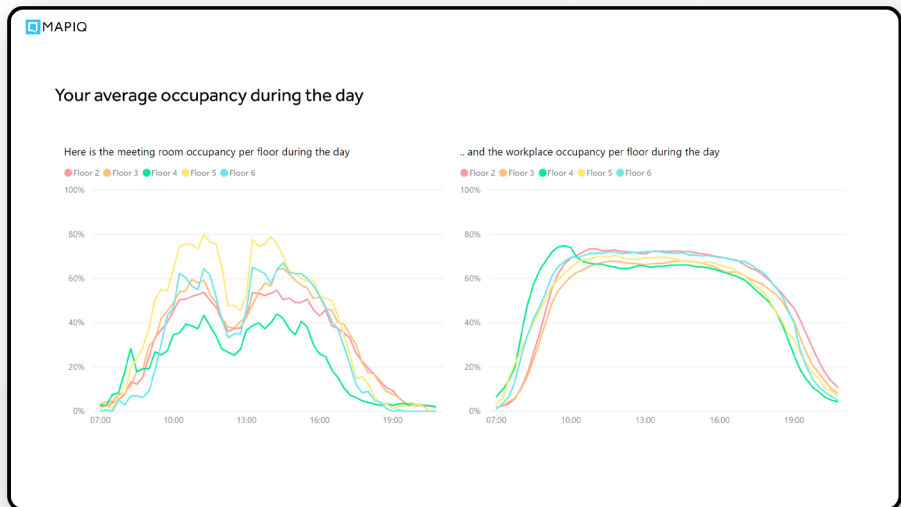
To execute a truly future-proof working concept, you need to stay on top of your employees' needs. And that's exactly what smart office data can help you with.

Expert tip

Whether you want to reduce operation cost or boost the well-being of your people, data analytics are an indispensable tool to achieve your workplace goals. However, a lot of companies still struggle when it comes to successfully optimizing their workplace, based on the data they have.



When using Mapiq, your analytics dashboard will show you how employees use your space. Smart sensors combined with Wi-Fi and the user application, will generate a holistic view on your building performance.



The magic trick? Follow an ongoing feedback loop. This helps you continuously improve your workplace based on the learnings you've gathered. Because in today's fast-changing world, nobody wants to get stuck with an office that falls behind.

Dorenda Slof

Head of Data Science
Mapiq



Become a true front-runner

Let's get practical. How can workplace analytics ensure a future-proof workplace strategy? Indicators on how people use your office clearly show you how employee behavior changes. And not only how, but also in which elements that reflects itself.

By keeping track on the following indicators, you'll always know what's needed next:

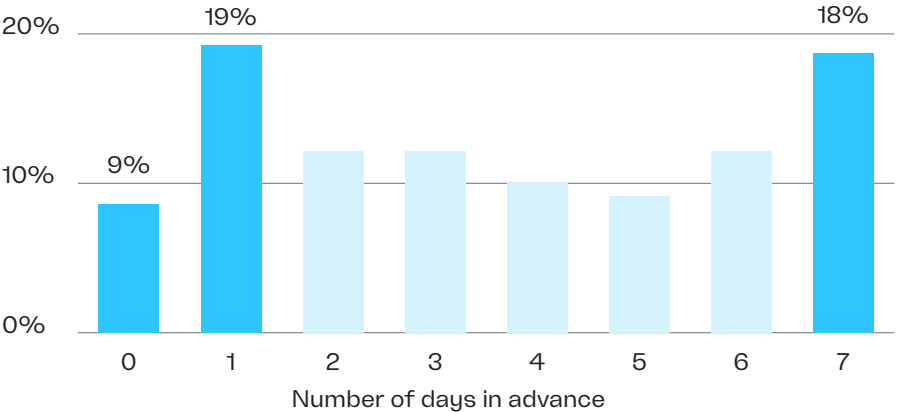
- Booking behavior
- Desk occupancy rates
- Room occupancy rates
- Peak occupancy times
- Booked versus spontaneous meeting ratio
- No-shows

Now that you can analyze peak hours, spot popular facilities and identify dead zones, you can

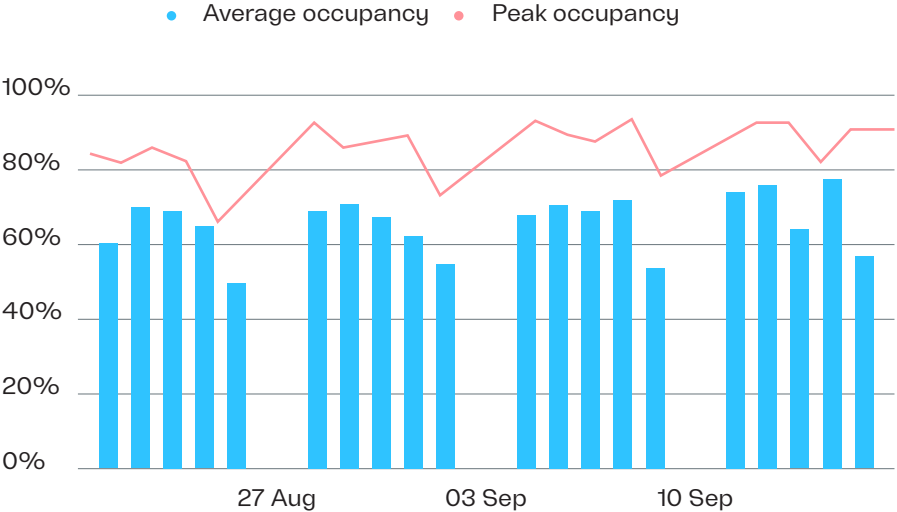
continuously improve your strategy. What do people need? How can I evenly spread the office capacity? Are there enough workplaces? Meeting rooms? And which are the most popular? Where can you scale up-or-down?

Questions that once seemed challenging, are now great opportunities to reduce cost, attract talent, boost team performances and eventually, grow your business.

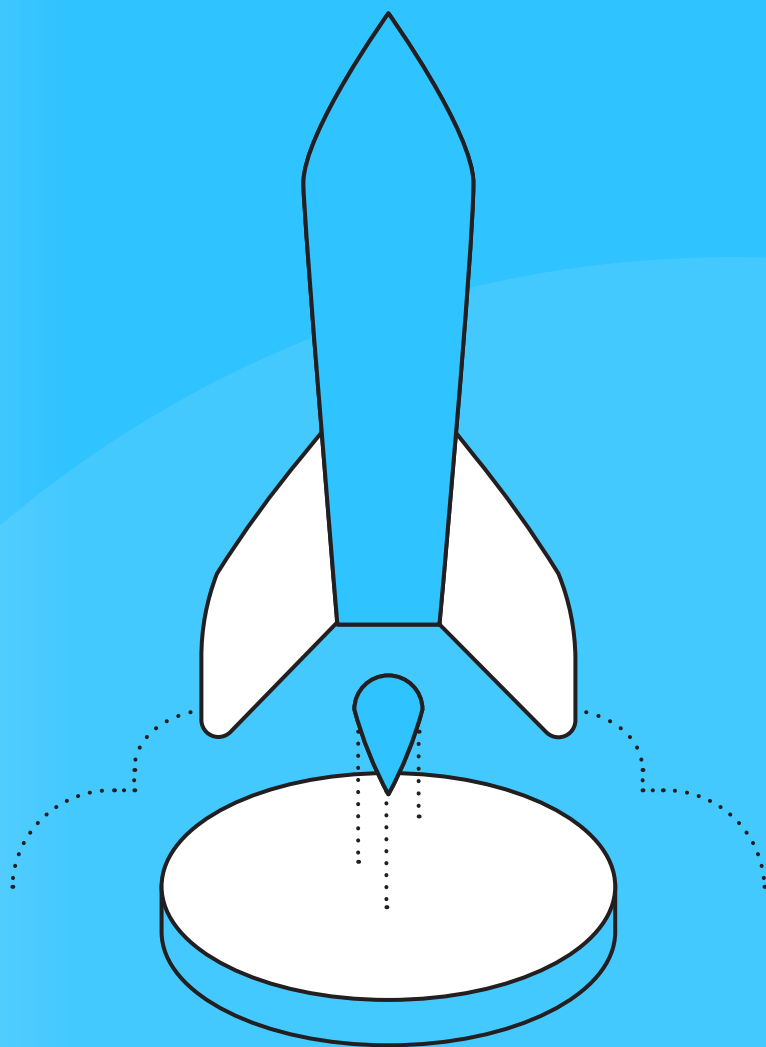
Days in advance a shifts are booked



The average and peak booking rate of all bookable meeting rooms



Launch your new strategy



Bringing it all together

Let's summarize the steps we've taken so far. Until this stage, you have learnt how to:



Build your workplace strategy dream team



Understand the work-life ecosystem



Gather input from the workforce



Discover which activities people do from where



Map the ideal employee experience



Identify current gaps



Define the role of your office



Implement supporting tools



Discover the power of workplace analytics



Stay future-proof

Have you ticked all these boxes? Great! Then it's time to start communicating your new workplace strategy.

Communicate clear guidelines

You've set up your new working concept, changed your workplace, and implemented technology. Now it's time to get your employees engaged. Let your employees know what you have changed and why. Make the role of the office, next to working from home, crystal clear.

How do you want employees to use the new office space? You might want to give people more flexibility, while making efficient use of your workspace. Guidelines can help you nudge employees in the right direction. Start by communicating:

- Your new way of working
- The purpose of different spaces
- How you've optimized your office
- How technology supports your new working concept
- How people can book and find facilities in the office
- How teams can align with each other
- How you will keep on improving your strategy



Expert tip

If you're implementing a new working concept, providing clear guidelines is key. You need to give clarity in how you want to work together. Not providing guidelines can turn into a messy situation. Smart technology gives your organization a lot of structure already, but make sure you clearly communicate your new way of working.



Gideon van der Burg

Managing Director Benelux
Leesman

Start now

If not now... when?

55.3% of C-suite executives strongly agree that now is the time to create the workplace of the future. How about you?

The longer these decisions hang in the balance, the greater the risk to employee uncertainty, anxiety and wellbeing.

Source: NTT Intelligent Workspace Report 2020



55.3%



Creating a future-proof workplace is all about change. And right now, we've already broken so many habits. Use the opportunity you're given today to be the best employer for your people. Involve your people, collect data on their behavior and map your ideal employee experience. Define the new purpose of your office and provide new guidelines. But most importantly: if you give people freedom of choice, they will exceed expectations. Embrace flexibility and don't forget about the tools that make work-life a lot easier.

Ready for the next chapter of work?

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Find out more about our solutions on

mapiq.com

