



III EDITION SUMMER SCHOOL ON WORKPLACE MANAGEMENT

Focus: COWORKING SPACES

COST Action CA18214

DETAILED PROGRAM

July, 6th – July, 24th



COST is supported by
by the EU Framework Programme Horizon 2020



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2018-2022

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SUMMER SCHOOL ON WORKPLACE MANAGEMENT – SSWM – 2020

2020 edition: focus on coworking spaces

By referring to the ‘**COST Action CA18214**’, in which lecturers and organizers are involved, and by presenting preliminary outcomes of the CA18214, the participants of the summer school will get a comprehensive overview of the current knowledge on the **new working spaces such as coworking spaces** and new trends in the local and international contexts.

The nature of work has been evolving recently, along with the way **working spaces** are used. This dynamic has major implications for **working space design, management** and **location** that need to respond to new challenges. This course will assist students, practitioners and researchers to engage with these ongoing evolutions.

Participants will learn to:

- Integrate different disciplines in a sound reasoning around the workplace, with a focus on coworking spaces;
- Manage the planning, programming, and executing phases of a workplace change process;
- Manage planning and policy tools in fostering coworking space diffusion;
- Picture the future evolution of workplaces and its impact at the building and local scale, both in core and peripheral areas.



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REAL ESTATE CENTER – REC

The [Real Estate Center](#) (REC) is currently composed of about 20 people, among which Associate, Assistant and Adjunct Professors, Post-doc researchers, PhD candidates and other short-term collaborators. Our aim is trifold:

to aggregate multiple real estate streams (e.g. fund, asset, property, project, and facility management, corporate real estate and workplace management, public and social housing);
to enhance the Italian best practices; and
to innovate the sector.

To achieve our goals, we are actively engaged in research, consulting, and education.

Some of our ongoing **research projects**, at both national and European level, concern the following themes: Italian proptech; corporate real estate strategies; workplace management education; and economic and territorial strategies, financial constraints and circular regeneration in Italian metropolitan cities.

We undertake **consultancy activities** for public and private institutions. We support organizations in feasibility studies (e.g. Italian Railways), tender specifications for facility management services (e.g. Chiesi, Leonardo), workplace policies (e.g. Chiesi, A2A, Tenaris), post-occupancy evaluations (e.g. Nokia), etc.

We are involved in both **academic and executive education**. We have been running a post-graduate Master's program in Real Estate Management (REM) for more than 20 years. Given its results in terms of satisfaction and employability of the participants, the Royal Institution of Chartered Surveyors (RICS) has patronized REM since 2001.

We also teach classes at Master's level in the programs of "Architecture" and "Management of Built Environment". These classes include: Facility Management, Project Management, Valuation, Building Types and Construction Methods, Building Technology Lab., and more.

We organize yearly two international training activities:

- **IREC**, [International Real Estate Challenge](#) (January): REM's students participate in a 10-day challenge, which simulates the work of a consulting company to relocate the headquarters of a corporate client; and
- **SSWM**, [Summer School on Workplace Management](#) (July): This is a two-week intensive workshop where participants collaborate in interdisciplinary teams to elaborate a workplace change brief for a real client.



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COST ACTION CA18214

COST - European Cooperation in Science and Technology - is Europe's longest-running intergovernmental framework supporting the collaboration of nationally funded science and technology research through the creation of networks. Also known as Actions, these networks allow scientists to grow their ideas by sharing them with their peers and thereby give impetus to their research, career and innovation.

COST Action 18214: The COST project 'The geography of New Working Spaces and the impact on the periphery' involves 88 research partners from 27 countries - from October 1, 2019 to September 30, 2023.

The aims of the project are:

- sharing the scientific outcomes on new working spaces such as Coworking (CS) and Maker Spaces (MS) (definitions, typologies and geographical distributions);
- comparing the best practices and direct and indirect impacts with a particular focus on the periphery;
- sharing the policy tools across the countries.

<https://www.cost.eu/actions/CA18214>



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PEOPLE

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Andrea Ciaramella, Associate Professor, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

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Chiara Tagliaro, Postdoctoral researcher, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

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CASE STUDY BY VODAFONE

Mirna Gelleni, Workplace Strategist & Senior Capital Projects Manager at Vodafone Group Services



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Case study by:



COMPANY PROFILE



Vodafone Group Plc is a British multinational telecommunications company, operating in 25 countries, partner in 41 worldwide markets, providing top five internet in 74 countries and covering the 4G roaming service in 168 countries. The group services over 520 million of customers worldwide, with a revenue of € 39 billion. The group owns/rents over 4067 properties worldwide, managing more than 2.2 M SQM.



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COMPANY PROFILE

Two years ago, Vodafone Italia adopted an agile working policy and started a radical reorganization of its office spaces in the Lorenteggio Village (Milan).

The today layout solution of Vodafone Italia is like:

- 1) 0.2% of close office with assigned workstation;
- 2) 1.2% activity-based layout with assigned workstation; and
- 3) 98.6% activity-based layout without assigned workstation.

In order to understand better the needs of employees, we propose a screenshot of some characteristics of organization population.

Typology of contracts:

- 1) 64% full time employees;
- 2) 24% part time employees; and
- 3) 12% freelancer.

Ratio between men and women:

- 1) 45% men; and
- 2) 55% women.

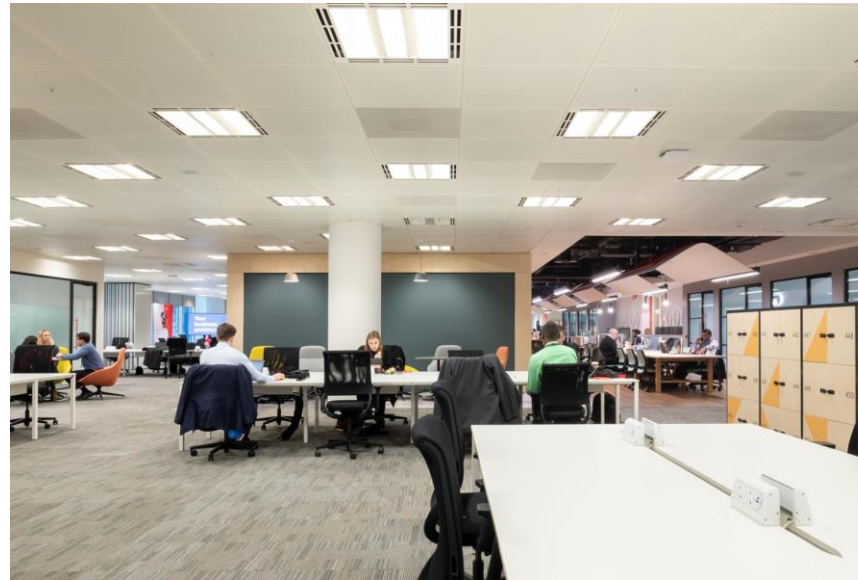
Distribution of workers by age:

- 1) 20% 18-34 years old;
- 2) 60% 35-49 years old; and
- 3) 20% more than 50 years old.

Today Vodafone Italia is interested in finding new opportunities for:

- (a) increasing space efficiency;
- (b) boosting employees' creativity and effectiveness; and
- (c) experimenting novel ways of working.

Besides revamping its current physical layout, Vodafone is considering outsourcing a few workstations to a third party, such as one (or more) coworking spaces around the city.



COMPANY OBJECTIVES

The company would like SSWM to provide insights into the potential economic, social and environmental advantages of such a solution.

SSWM-2020 has the aim to help the company reach its 3 main objectives. This will be done in 2 complementary stages, by:

- 1) Formulating a proposal to outsource a certain number of workstations (e.g. by renting out some into existing coworking spaces around the city)
- I week
- 2) Creating a workplace change proposal to improve the HQ spaces (e.g. by setting up breakout areas and collaboration spaces)
– III week



The objective is to develop a workplace strategy and design brief throughout the 2 weeks on site:

- In the **II week** participants will examine the opportunities for Vodafone offered by different coworking spaces in the city, based on factors such as location in different neighborhoods, common values and mission, good support for Vodafone employee's way of working, and reachability for employees. The output will be a framework of the possible benefits that the company can gain through a workspace outsourcing strategy:
- In the **III week** participants will dig down into the analysis of pros and cons of the HQ workspace. The output will be a collection of ideas to the renew corporate spaces and better align them to Vodafone's mission, vision and ways of working.



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WEEKLY SCHEDULE I week

Covered topics	Instructors	Activity	Day
E-learning	-	Theoretical overview on the workplace management strategies: trends, culture and needs	Mon 6 – Sun 12
Virtual group competition	-	Group work: answering questions about the theoretical overview	



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WEEKLY SCHEDULE II week

Covered topics	Instructors	Activity	Day
WARM-UP: Introduction Presentation of the «Case-study company»	<i>Andrea Ciaramella, Chiara Tagliaro, Gabriele Pasqui, Ilaria Mariotti, Mirna Gelleni</i>	Instructions and general organization of the course and presentation of Vodafone	Mon 13 13.30 - 19.30
Virtual Tour at Vodafone Village	<i>Mirna Gelleni</i>	Virtual Tour	
Coworking typologies Coworking in Milan	<i>Mina Akhavan</i> <i>Ilaria Mariotti</i>	Theoretical overview	Tue 14 13.30 - 19.30
Explore coworking spaces		Group work	
Virtual Tour at several new working spaces		Virtual Tour	
Effects of Coworking Spaces on workers Effects of Coworking Spaces on urban context Multi-locality & Covid-19 Workplace outcomes on people	<i>Ilaria Mariotti, Mina Akhavan</i> <i>Carolina Pacchi</i> <i>Mina di Marino</i> <i>Rianne Appel-Meulenbroek</i>	Theoretical overview	Wed 15 13.30 - 19.30
Coworking Spaces development strategy		Group work	
Virtual Tour at several new working spaces		Virtual Tour	
Coworking & creative industries practice Services to support workers	<i>Pavel Bednar, Petr Dubovsky</i> <i>Anita Fuzi, Tamàs Berky</i>	Theoretical overview	Thu 16 13.30 - 19.30
Propose new services for employees		Group work	
Virtual Tour at several new working spaces		Virtual Tour	
Instructions and revisions for intermediate presentation		Group work	Fri 17 13.30 - 19.30
Discussion		Group work	Sat 18 13.30 - 16.30
Virtual Tour of Italy Movies/TV series about the workplace		Individual	Sun 19



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WEEKLY SCHEDULE III week

Covered topics	Instructors	Activity	Day
From workplace strategy to design bries	<i>Ying Hua, Chiara Tagliaro</i>	Theoretical overview	Mon 20 13.30 - 19.30
Discussion about first week takeaways from e-learning		Group work	
Workplace design User Personas	<i>Tamàs Berky, Chiara Tagliaro</i> <i>Tamàs Berky</i>	Theoretical overview	Tue 21 13.30 - 19.30
Design proposals		Group work	
Virtual Tour at several new working spaces			
Workplace Performance	<i>Chiara Tagliaro</i>	Theoretical overview	Wed 22 13.30 - 19.30
Propose new services for employees		Group work	
Instructions and revisions for final presentation		Group work	Thu 23 13.30 – 19.30
Discussion		Group work	Fri 24 13.30 – 16.30



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