SSWM

IV EDITION SUMMER SCHOOL ON WORKPLACE MANAGEMENT
Focus: COWORKING SPACES
COST Action CA18214

DRAFT PROGRAM

June, 28th – July, 16°
2021

SUMMER SCHOOL ON WORKPLACE MANAGEMENT – SSWM – 2021

IV edition: focus on coworking spaces and near-working

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 **coworking spaces** and new trends of **new working practices and spaces** in the local and international contexts.

The nature of work has been evolving, even faster then before after the Covid-19 outbreak. Along this change, new **working spaces** are used to accommodate emerging needs. 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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NEW WORKING SPACES

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2018–2022

Partnership with:
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REAL ESTATE CENTER – REC

The SSWM has been launched in 2018 by Chiara Tagliaro and Andrea Ciaramella, within the Real Estate Center (**REC**) of the Department of Architecture, Built environment and Construction engineering of Politecnico di Milano.

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. REC's activities have a trifold aim:

● 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

https://www.nmbu.no/en/projects/new-working-spaces

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PEOPLE

DIRECTORS

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

Ilaria Mariotti, Associate Professor, Politecnico di Milano, Department of Architecture and Urban Studies

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

SCIENTIFIC COMMITTEE

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

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Alice Paola Pomè, Intern, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

CASE STUDY BY VODAFONE

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

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COMPANY PROFILE

![Vodafone logo]

Vodafone Group Plc is a British multinational telecommunications company, operating in 25 countries, partner in 41 markets, providing top five internet in 74 countries and covering the 4G roaming service in 168 countries.

The group serves over 520 million customers worldwide, with a revenue of € 39 billion.

The group **owns/rents over 4067 properties** around the world, managing more than 2.2 million square metres.

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)**.

Today the **workstations** at Vodafone Italia are organized as follows:

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

The corporate population at Lorenteggio Village has specific characteristics.

Typology of **contracts**:

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

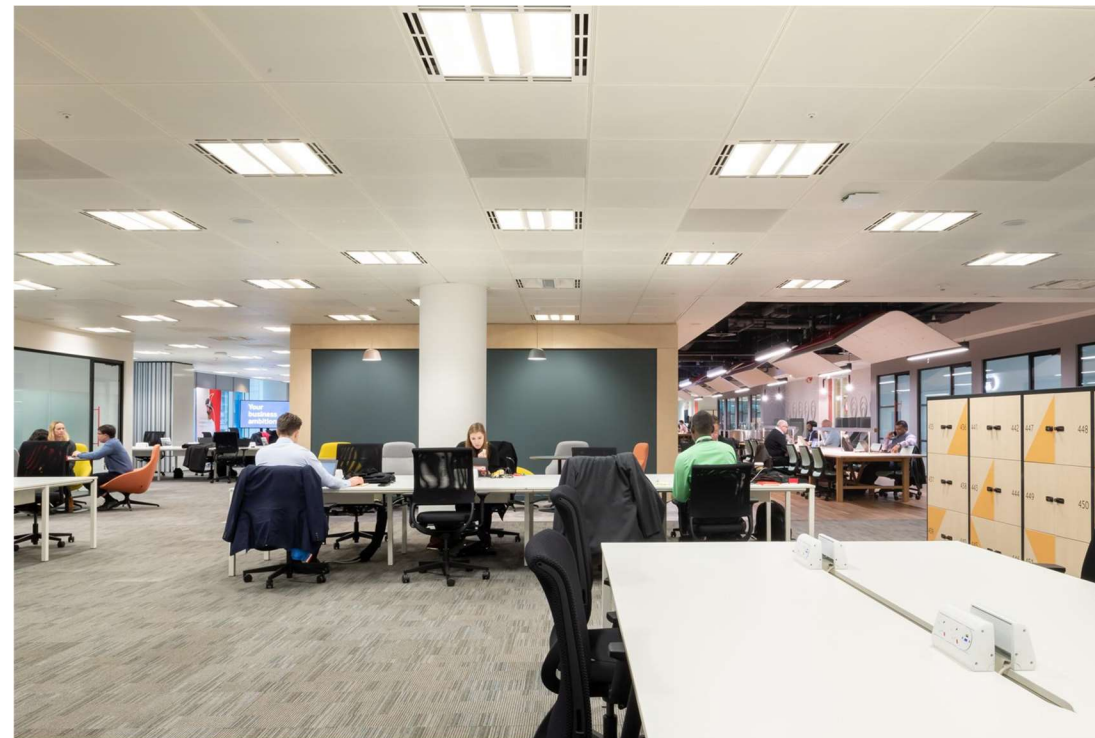Ratio between **men and women**:

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) **hosting** new working spaces to accomodate the needs of workers in the neighborhood or of their clients/collaborators for flexible solutions.

The SSWM will adopt the Vodafone case to explore innovative layout solutions and to study possible relations with neighborhood surrouding its Village.
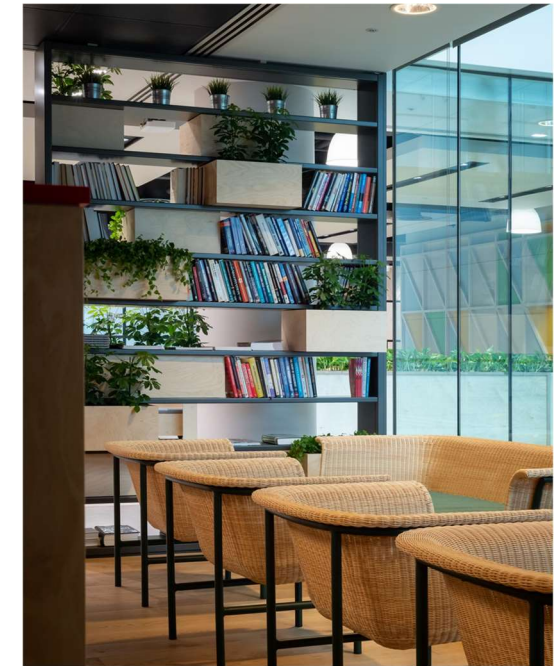
COMPANY OBJECTIVES

The company would like SSWM to provide insights into the potential economic, social and environmental advantages of new workplace strategies.
The SSWM-2021 will develop 2 complementary stages, by:

1) Simulating the integration of a "**coworking space**" within the Vodafone Village in Milan (e.g. renting out desks to various users)
   - II week

2) Creating a "**workplace change**" proposal to improve the existing space at the Village (e.g. adding new functions along with the coworking space to support Vodafone employees)
   – III week

The final outcome will be a new workplace strategy and design brief:

- In the **II week** participants will examine the area where the Village locates to identify the best attraction factors for potential members in the new coworking space. The **output** will be a framework of the possible benefits that both the company and the neighborhood can gain with the introduction of a coworking space;

- In the **III week** participants will dig down into the analysis of pros and cons of the Village workspace. The **output** will be a collection of ideas to renew the existing corporate spaces with, not only the coworking function, but also a set of different services to support company employees as well as other users.

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WEEKLY SCHEDULE II week

Covered topics	Instructors	Activity	Day
WARM-UP: Introduction Presentation of the «Case-study company»	*Stefano Capolongo, Andrea Ciaramella, Chiara Tagliaro, Massimo Bricocoli, Gabriele Pasqui, Ilaria Mariotti, Mirna Gelleni*	Instructions and general organization of the course Presentation of Vodafone	**Mon 5** **13.30 - 18.30**
Coworking typologies (20 min) **How coworking spaces are similar and how they differ - analysing the characteristics of practices (20 min)** **Hybridization of coworking spaces (20 min)**	*Suvi Nenonen* *Katarzyna Rabiej-Sienicka* *Alessandra Migliore e Irene Manzini*	Theoretical overview	**Tue 6** **13.30 - 18.30**
Analysis of the coworking spaces available at different scales (Milano, Lorenteggio) and classification by types	*Mina Akhavan e Chiara Tagliaro presentano il lavoro*	Group work	
Effects of Coworking Spaces on workers & urban contexts (30 min) **Multi-locality & Covid-19 (20 min)**	*Mina Akhavan* *Mina di Marino*	Theoretical overview	**Wed 7** **13.30 - 18.30**
Socio-economic analysis of the NIL Lorenteggio and surrounding areas, and identification of the local needs	*Mina Akhavan e Chiara Tagliaro presentano il lavoro*	Group work	
15-minutes city and commuting (20 min) **Proximity coworking (20 min)** **Near-working in Milan (20 min)**	*Therese Bajada and Bernadine Satariano* *Alessandro Gerosa* *Ilaria Mariotti and Fabio Manfredini*	Theoretical overview	**Thu 8** **13.30 - 18.30**
Hypothesis of a coworking space hosted in the Vodafone Village as a neighborhood coworking	*Ilaria Mariotti e Chiara Tagliaro presentano il lavoro*	Group work	
Instructions and reviews for intermediate presentation		Group work	**Fri 9** **13.30 - 18.30**
Discussion		Group work	**Sat 10** **13.30 – 16.30**

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WEEKLY SCHEDULE III week

Covered topics	Instructors	Activity	Day
User Personas (1,5h) **User journey mapping and service blueprint (1,5h)**	*Tamàs Berky,* *Antonio Iadarola*	Theoretical overview	**Mon 12** **13.30 - 18.30**
Identification of potential user groups and analysis of their journey throughout the future space		Group work	
Workplace strategy, briefing and concept (1h) **Benchmarks and case studies for workplace design (1h)**	*Ying Hua, Chiara Tagliaro* *Silvia Leoncini, Alessandra Migliore*	Theoretical overview	**Tue 13** **13.30 - 18.30**
Clusterization of spaces by function addressing different user needs and draft briefing proposals		Group work	
Workplace management around Europe: cross-country comparison of practices (1h) **The potential of IOT to bring the office into the future (1h)** **KPIs for workplace management (1h)**	*Alice Paola Pomé* *Ingrid Nappi* *Chiara Tagliaro*	Theoretical overview	**Wed 14** **13.30 - 18.30**
Systematization of user groups and journeys, and definition of the final brief with design suggestions including IOT and KPIs for workplace management		Group work	
Instructions and reviews for final presentation		Group work	**Thu 15** **13.30 – 18.30**
Discussion		Group work	**Fri 16** **13.30 – 16.30**

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