



V EDITION

SUMMER SCHOOL ON WORKPLACE MANAGEMENT

Focus: COWORKING SPACES

COST Action CA18214

# SSWM 2022 PROGRAM

June 27<sup>th</sup> – July 15<sup>th</sup>  
2022



CASE STUDY BY:



POLITECNICO  
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DIPARTIMENTO DI ARCHITETTURA,  
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# SUMMER SCHOOL ON WORKPLACE MANAGEMENT – SSWM 2022

## V edition: focus on coworking spaces and near-working

By referring to the ‘**COST Action CA18214 - New Working Spaces and the impact on the periphery**’ research and networking project, in which lecturers and organizers are involved, 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 after the Covid-19 outbreak. Along this change, new **working spaces** have been accommodating 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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# 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.



CASE STUDY BY:



ASSOLOMBARDA



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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 160 research partners from 35 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>

[www.new-working-spaces.eu](http://www.new-working-spaces.eu)



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# PEOPLE

## DIRECTORS

**Chiara Tagliaro**, Researcher, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**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*

## SCIENTIFIC COMMITTEE

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

**Chiara Tagliaro**, Researcher, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

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

**Mina Akhavan**, Adjunct professor, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Mina Di Marino**, Associate Professor, *Norwegian University of Life Sciences, Faculty of Urban and Regional Planning*

**Pavel Bednar**, Assistant Professor, *Tomas Bata University in Zlín, Department of Regional Development, Public Sector Administration and Law*

## ORGANIZING COMMITTEE

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

**Chiara Tagliaro**, Researcher, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**Mina Akhavan**, Adjunct professor, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Alessandra Migliore**, PhD Candidate, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**Silvia Francesca Leoncini**, Temporary Research Fellow, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**Alice Paola Pomè**, PhD Candidate, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

## CASE STUDY BY ASSOLOMBARDA

**Carlo Capra**, Officer, *Land Use, Mobility, Environment Department, Assolombarda*

**Emanuela Curtoni**, Director, *Land Use, Mobility, Environment Department, Assolombarda*



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# PEOPLE

## INSTRUCTORS II WEEK

**Carolina Pacchi**, Associate Professor, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Emmanuel Costa**, PhD, *Universidade do Estado de Santa Catarina, Department of Geography*

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

**Irene Manzini**, PhD Candidate, *University College London, The Bartlett School of Architecture*

**Ivana Pais**, Full Professor, *Università Cattolica del Sacro Cuore, Department of Sociology*

**Lukas Danko**, Assistant Professor, *Tomas Bata University in Zlín, Department of Regional Development, Public Sector Administration and Law*

**Mariachiara Barzotto**, Associate Professor, *University of Bath, School of Management*

**Michele Lo Russo**, Co-founder and CEO, *Spaarkly*

**Mina Akhavan**, Adjunct professor, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Mina Di Marino**, Associate Professor, *Norwegian University of Life Sciences, Faculty of Urban and Regional Planning*

**Pavel Bednar**, Assistant Professor, *Tomas Bata University in Zlín, Department of Regional Development, Public Sector Administration and Law*

**Uglješa Stankov**, Full Professor, *University of Novi Sad, Faculty of Sciences*

## INSTRUCTORS III WEEK

**Antonio Iadarola**, Founder and Design Director, *Studio Wé*

**Chiara Tagliaro**, Researcher, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**Tamàs Berky**, Independent expert in Workplace Management

**Vitalija Danivska**, Lecturer, *Breda University of Applied Sciences, Academy for Hotel & Facility Management*

## TUTORS

**Alice Paola Pomè**, PhD Candidate, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*

**Francesca Ciccarelli**, PhD Candidate, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Helyaneh Tabrizi**, PhD Candidate, *Politecnico di Milano, Department of Architecture and Urban Studies*

**Silvia Francesca Leoncini**, Temporary Research Fellow, *Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering*



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# ORGANIZATION PROFILE



ASSOLOMBARDA

Assolombarda is an **association of companies** operating in the Metropolitan City of Milan and in the provinces of Lodi, Monza and Brianza, and Pavia.

Approximately 6.800 firms are associated to Assolombarda, which is the largest territorial association of the entire entrepreneurial system in Italy. Assolombarda is part of Confindustria (Italian Association of Enterprises).

The **mission of the Association** is to protect and represent the enterprises' interests in dealing with the political world, with social and political organizations and with local authorities as well as with trade unions.

Assolombarda also provides its associated firms with a great variety of services.



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# ORGANIZATION PROFILE

The Assolombarda headquarters (HQ) are located in «Palazzo Gio Ponti» in Milan, with other hubs in Monza, Lodi, Pavia, Vigevano and Voghera, that were created after the integration with other territorial associations.

Palazzo Gio Ponti, built in the 1960s, represents Assolombarda's «**House of Entrepreneurs**» in Milan, and serves as a major hub for most of Assolombarda employees and associates. Accordingly, the HQ hosts frequent institutional meetings of member companies, as well as meetings with relevant stakeholders.

Besides hosting **205 employees** (part of the Assolombarda workforce), the HQ constantly welcomes representatives of member companies involved in leadership councils (a total of 22 groups of companies). In the building there are about 130 enclosed offices (over 200 workstations) and over **20 meeting rooms**. Also, Assolombarda **congress center**, with 5 rooms (with a capacity from 30 to 400 people) is the place where a wide range of training seminars and public conferences are held.

## Assolombarda's workforce characteristics:

### Typology of employment

- 1) 66,7% officers;
- 2) 24,4% support staff;
- 3) 8,9% managers.

### Distribution of workers by age:

- 1) 20,8% <35 years old;
- 2) 23,9% 35-44 years old;
- 3) 33,6% 45-55 years old;
- 4) 21,7% > 55 years old

### Scholarity level:

- 1) 68% university degree;
- 2) 24% high school diploma;
- 3) 8% other.



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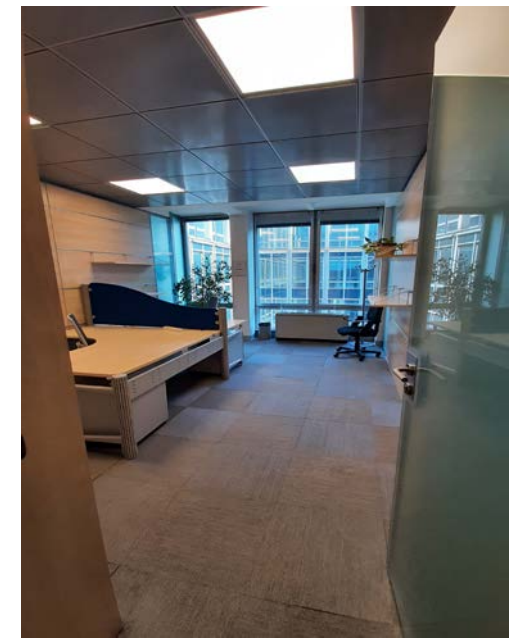


# ORGANIZATION OBJECTIVES

Assolombarda, through a process of merger with other territorial associations is now responsible for 4 provinces with a total of 6 offices. During 2022 a “**smart working**” experiment has been taking place involving the whole workforce: employees are allowed to work remotely up to 2 days per week, according to their task and team requirements. Employees perform different tasks, ranging from individual advice to collaborative projects, both from home and from the office.

Taking into account the specific needs of the different teams, the need to host staff from other offices, as well as new ways of working, Assolombarda would like the SSWM to provide insights into a **potential adaptation and reorganization of its HQ** with the following goals:

- 1) Increase **efficiency and flexibility of spaces**, integrating the technological requirements that support **digital collaboration**.
- 2) Identify **new spaces and services** that can adequately support the different activities carried by the workforce, taking into account **teams specific requirements**.
- 3) Include in the building **collaborative and hospitality spaces**, where employees, stakeholders and member companies can easily meet to discuss and work together.



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

- In the **I week** participants will collect information on the new trends in workplace design and management;
- In the **II week** participants will elaborate on the concept of collaborative spaces and on the needs of the company employees;
- In the **III week** participants will dig down into the analysis of pros and cons of the workspace and design a new workplace strategy and HQ for Assolombarda.

The **output** will be a collection of ideas to renew the existing corporate spaces with a set of different services to support company employees as well as other users.



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# ACCESS TO CLASS AND MATERIALS

## I WEEK e-learning (MOOC)

Materials:  
[https://beep.metid.polimi.it/web/spaceproject/home#p\\_29](https://beep.metid.polimi.it/web/spaceproject/home#p_29)

- Trends: Module 1
- Culture: Module 2
- Outcomes: Module 5
- Services: Module 8

### Group work:

Microsoft Teams – specific links for groups' rooms will be created and sent via email

### Group quizzes:

<https://quizizz.com>

1. Define a group leader for group's games
2. Apply all for activities (Wed – Thu – Fri)

## II WEEK live

Materials & lectures

### Group work:

In class

### Games during lectures:

Mentimeter: <https://www.mentimeter.com/>  
 (no log in is requested)

### Success stories and case histories:

Guided tours

## II WEEK live

Materials & lectures

### Group work:

In class

### Games during lectures:

Mentimeter: <https://www.mentimeter.com/>  
 (no log in is requested)

### Success stories and case histories:

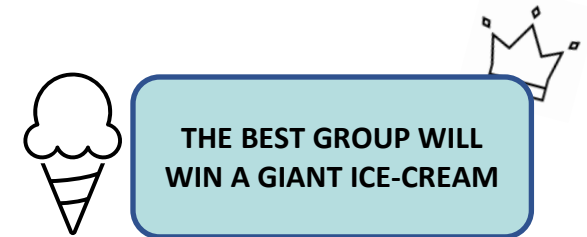
Guided tours



# WEEKLY SCHEDULE I week

Covered topics	Instructors	Activity	Day (CET time)
E-learning *	-	<ul style="list-style-type: none"> <li>• Module TRENDS;</li> <li>• Module CULTURE;</li> <li>• Module OUTCOMES;</li> <li>• Module SERVICES.</li> </ul>	<b>Mon 27</b> <b>13.30 - 18.30</b>
<b>Virtual group meeting at group classroom on Microsoft Teams</b>	-	<ul style="list-style-type: none"> <li>• Meet your group;</li> <li>• Find a group leader, who will be responsible for talking to professors and answering group's games;</li> <li>• Discuss on e-learning activities.</li> </ul>	<b>Tue 28</b> <b>13.30 - 18.30</b>
Virtual group game on CULTURE - Quiz		Group work	<b>Wed 29</b> <b>15.30 - 16.00</b>
Virtual group game on OUTCOMES - Quiz		Group work	<b>Thu 30</b> <b>15.30-16.00</b>
Virtual group game on SERVICES - Quiz		Group work	<b>Fri 1</b> <b>15.30-16.00</b>

\*All the e-learning modules are available here:  
[https://beep.metid.polimi.it/web/spaceproject/home#p\\_29](https://beep.metid.polimi.it/web/spaceproject/home#p_29)



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# WEEKLY SCHEDULE II week

Covered topics	Instructors	Activity	Day (CET time)
WARM-UP: Introduction	<i>Stefano Capolongo, Andrea Ciaramella, Chiara Tagliaro, Massimo Bricocoli, Gabriele Pasqui, Ilaria Mariotti, Cristina Tajani e Caterina Laurenzi</i>	Instructions and general organization of the course	<b>Mon 4</b> 14.00 - 18.00
<b>General presentation of the case-study company (30 min)</b> <b>Remote working and near-working (30 min)</b> <b>Policies to support NWS in Italy and in Europe. An overview (30 min)</b>	<i>Carlo Capra and Emanuela Curtoni</i> <i>Ilaria Mariotti and Ivana Pais</i> <i>Carolina Pacchi and Mariachiara Barzotto</i>	Theoretical overview	<b>Tue 5</b> 10.00 - 18.00
	<i>Emmanuel Costa and Chiara Tagliaro</i> <i>introduce the exercise</i>	Group work 1	
<b>The 15' and 10' Minute City Concept and New Working Spaces: A planning perspective (30 min)</b> <b>Presentation of NIL1 neighborhood (30 min)</b> <b>Social impact of coworking spaces</b>	<i>Mina di Marino</i>  <i>Mina Akhavan</i> <i>Emmanuel Costa</i>	Theoretical overview	<b>Wed 6</b> 10.00 - 18.00
	<i>Emmanuel Costa and Chiara Tagliaro</i> <i>introduce the exercise</i>	Group work 2	
<b>Coworking and hybrid spaces (30 min)</b> <b>Coworking and entrepreneurship (30 min)</b> <b>Entrepreneurship, knowledge sharing and new working spaces (30 min)</b> <b>Exploring tourism trends that promote coworking (30 min)</b>	<i>Irene Manzini</i> <i>Michele Lo Russo</i> <i>Pavel Bednar and Lukas Danko</i>  <i>Ugljesa Stankov</i>	Theoretical overview	<b>Thu 7</b> 10.00 - 18.00
	<i>Emmanuel Costa and Chiara Tagliaro</i> <i>introduce the exercise</i>	Group work 3	
Instructions and reviews for intermediate presentation		Group work 4	<b>Fri 8</b> 10.00 - 18.00
INTERMEDIATE PRESENTATION		Discussion	<b>Sat 9</b> 10.00 - 13.00



# WEEKLY SCHEDULE III week

Covered topics	Instructors	Activity	Day (CET time)
<b>User Personas (1,5h)</b> <b>User journey mapping and service blueprint (1,5h)</b>	<i>Tamàs Berky,</i> <i>Antonio Iadarola</i>	Theoretical overview	<b>Mon 11</b> <b>10.00 - 18.00</b>
Identification of user groups and analysis of their journey throughout the future space		Group work 1	
<b>Workplace theories (30 min)</b> <b>Strategy, briefing and concept (30 min)</b>	<i>Vitalija Danivska</i> <i>Chiara Tagliaro</i>	Theoretical overview	<b>Tue 12</b> <b>10.00 - 18.00</b>
Clusterization of spaces by function addressing different user needs and draft briefing proposals		Group work 2	
<b>Designing an HQ for a pharma company (30 min)</b>	<i>Maria Pilar Vettori</i>	Theoretical overview	<b>Wed 13</b> <b>10.00 - 18.00</b>
Systematization of user groups and journeys, and definition of the final brief with design suggestions		Group work 3	
Instructions and reviews for final presentation		Group work 4	<b>Thu 14</b> <b>10.00 - 18.00</b>
FINAL PRESENTATION		Discussion	<b>Fri 15</b> <b>10.00 - 13.00</b>

# WEEKLY SCHEDULE II week – COMPANY CASE HISTORIES (optional)

Covered topics	Instructors	Activity	Day (CET time)
The case study <b>Assolombarda</b>		Guided tours	Tue 5 18.30-19.30
TBD			Wed 6 18.30-19.30
Shared spaces <b>Spaces + Copernico Isola (aperitivo)</b>	<i>Angela Gambero</i>		Thu 7 18.30-19.30
TBD		Networking event	Sun 10
From home work toward back to the office <b>Enel - Milan</b>	<i>Monica Guarda, Architetto – Enel</i> <i>Gianantonio Albrici, Responsabile unità Smart Services di Servizi Italia – Enel</i>	Guided tours	Tue 12 15.00 – 17.00
<b>Accenture</b>	<i>Paola Foglia</i>		Wed 13 18.30 – 19.30
Workplace change and strategy <b>CBRE - Milan</b>	<i>Federica Pedroni, Head of workplace CBRE, Italy</i>		Thu 14 18.30 – 19.30



# INFORMATION

LINKEDIN [REC - Real Estate Center](#)

FACEBOOK [SSWMPolimi](#)

WEBSITE <https://www.rec.polimi.it/sswm/>

DO NOT HESITATE TO REACH OUT TO US:

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**Chiara Tagliaro**, [chiara.tagliaro@polimi.it](mailto:chiara.tagliaro@polimi.it)



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# TO KNOW MORE AND KEEP IN TOUCH WITH THE CA18214



WEBSITE [www.new-working-spaces.eu](http://www.new-working-spaces.eu)

EUROPEAN WEBSITE <https://www.cost.eu/actions/CA18214/#tabs|Name:overview>

TWITTER - <https://twitter.com/NewWorkingSpace>

LINKEDIN - <https://www.linkedin.com/company/cost-action-ca-18214/>

FACEBOOK - <https://www.facebook.com/COSTActionCA18214NeW.Sp>

RESEARCH GATE: <https://www.researchgate.net/project/COST-ACTION-CA18214-The-Geography-of-New-Working-Spaces-and-the-Impact-on-the-Periphery>

YOUTUBE:

<https://www.youtube.com/playlist?list=PLwRnrt1PUCuWTjpTpucJrLOa8k3Mpl697>

This activity is based upon work from COST Action CA18214 'The Geography of New Working Spaces and Impact on the Periphery', supported by COST (European Cooperation in Science and Technology).

COST (European Cooperation in Science and Technology) is a funding agency for research and innovation networks. Our Actions help connect research initiatives across Europe and enable scientists to grow their ideas by sharing them with their peers. This boosts their research, career and innovation. [www.cost.eu](http://www.cost.eu)



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Case study by:





# RECOMMENDED READINGS

- Akhavan, M. (2020). 'Third Workplaces: A comprehensive review of the literature on coworking spaces and makerspaces'. In Mariotti, I.; Akhavan, M. and Di Vita, S. (Eds.). *Shared Workplaces in the Knowledge Economy*. Springer (Forthcoming)
- Akhavan, M and Mariotti, I. (2018). 'The Effects of Coworking Spaces on Local Communities in the Italian Context', *Territorio*, 87/2018, pp. 85-92, DOI:10.3280/TR2018-087014
- Akhavan, M.; Mariotti, I.; Astolfi, L; Canevari, A (2019). 'Coworking Spaces and New Social Relations: A Focus on the Social Streets in Italy', *Urban Science*, 3 (1), 2: 1-11 <https://doi.org/10.3390/urbansci3010002>
- Mariotti, I., Pacchi, C., & Di Vita, S. (2017). *Coworking Spaces in Milan: Location Patterns and Urban Effects*. *Journal of Urban Technology*, 24(3), 47–66. <https://doi.org/10.1080/10630732.2017.1311556>
- Mariotti I., Di Vita S., Akhavan M., eds., (2021), *New workplaces: Location patterns, urban effects and development trajectories. A worldwide investigation*. Springer Publisher: Milan.
- Mariotti I., Akhavan M., Rossi F. (2021) *The preferred location of coworking spaces in Italy: an empirical investigation in urban and peripheral areas*, *European Planning Studies*, DOI: [10.1080/09654313.2021.1895080](https://doi.org/10.1080/09654313.2021.1895080)
- Manzini Ceinar I., Mariotti I. (2020). 'Effects of Covid19 on new working spaces: evince on coworking'. In Mariotti, I.; Akhavan, M. and Di Vita, S. (Eds.). *Shared Workplaces in the Knowledge Economy*. Springer (Forthcoming)
- Spinuzzi, C. (2012). *Working Alone, Together: Coworking as Emergent Collaborative Activity*. *Journal of Business and Technical Communication*, 26(4), 399–441. <https://doi.org/10.1177/1050651912444070>
- Moriset, B. (2014). *Building new places of the creative economy. The rise of coworking spaces*. 2nd Geography of Innovation International Conference 2014 Utrecht University, Utrecht, 23-25 January 2014, 24.
- Fiorentino, S. (2019). *Different typologies of 'co-working spaces' and the contemporary dynamics of local economic development in Rome*. *European Planning Studies*, 27(9), 1768–1790. <https://doi.org/10.1080/09654313.2019.1620697>