



DFM NETWORKS CONFERENCE 7-8. APRIL 2016

25 YEARS OF “NEW WAYS OF WORKING”

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OUR TOOLS WHEN DFM WAS FOUNDED IN 1991



OUR TOOLS 25 YEARS LATER

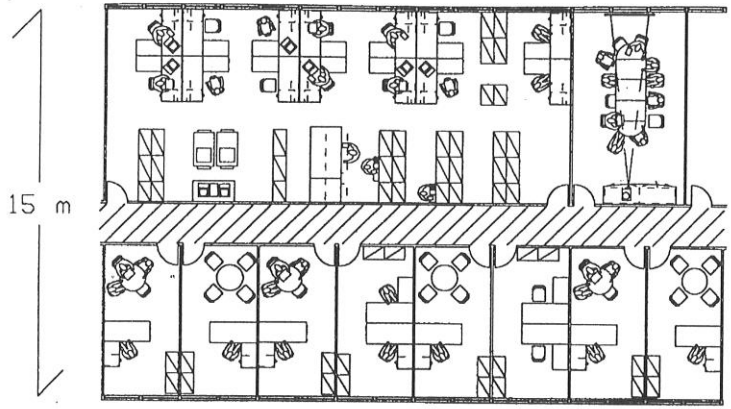


IBM'S HAKOZAKI FACILITY, TOKYO, JAPAN 1989

only 5000 work stations for 8000 marketing and systems engineers – free seating and shared desk was born

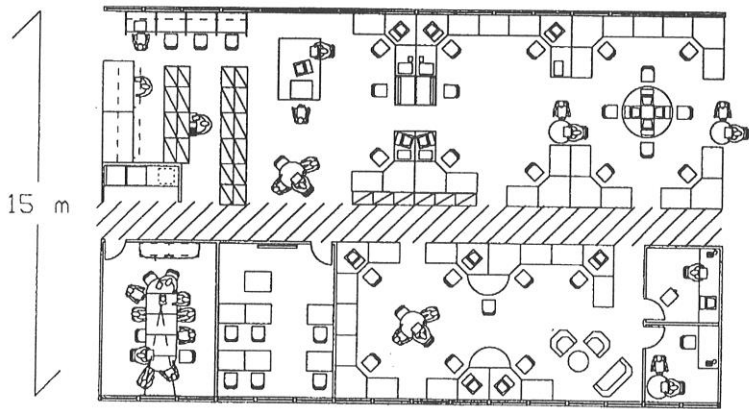


SHARED DESK = 15% COST SAVING



Traditional

Total users	Density	Fitout cost	
		Total	Person
24	15 sqm	£309,600	£12,900



Innovative

Total users	Density	Fitout cost	
		Total	Person
21	17 sqm	£354,600	
32*	11 sqm	£354,600	£10,800

*19 open workstations shared at 1: 1.5
42 available individual settings

DEGW

1980's **EFFICIENCY** - making the most of the **SPACE**

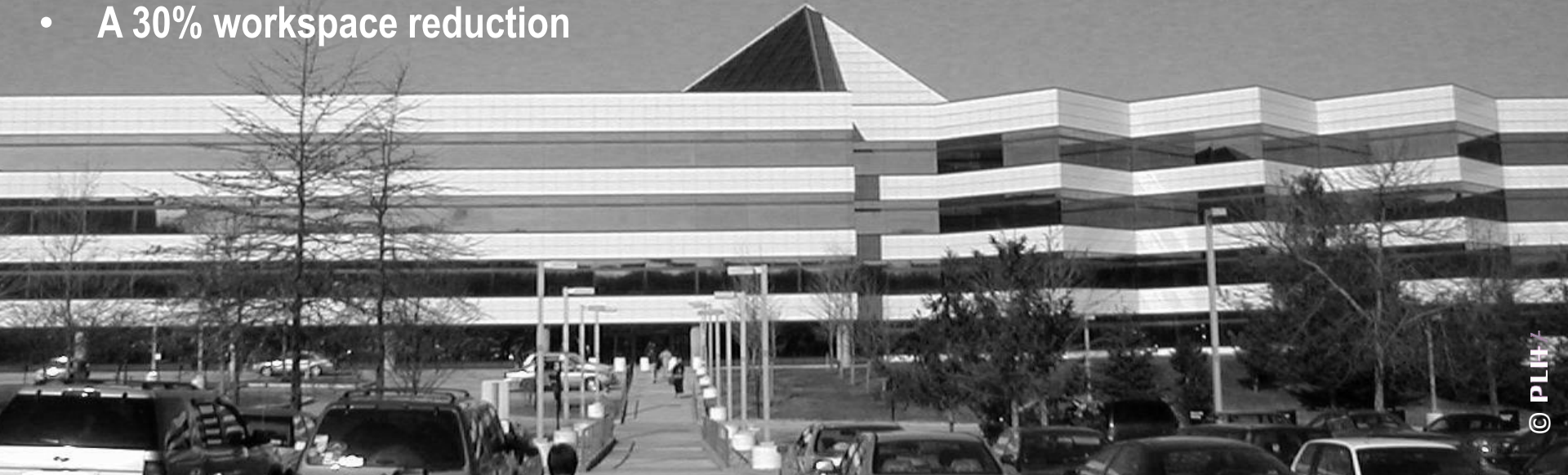
FOCUS ON PROFIT

IBM owned 900 buildings world wide

- **A time utilization study indicated no more than 70% of IBM's employees were in the buildings at any time**

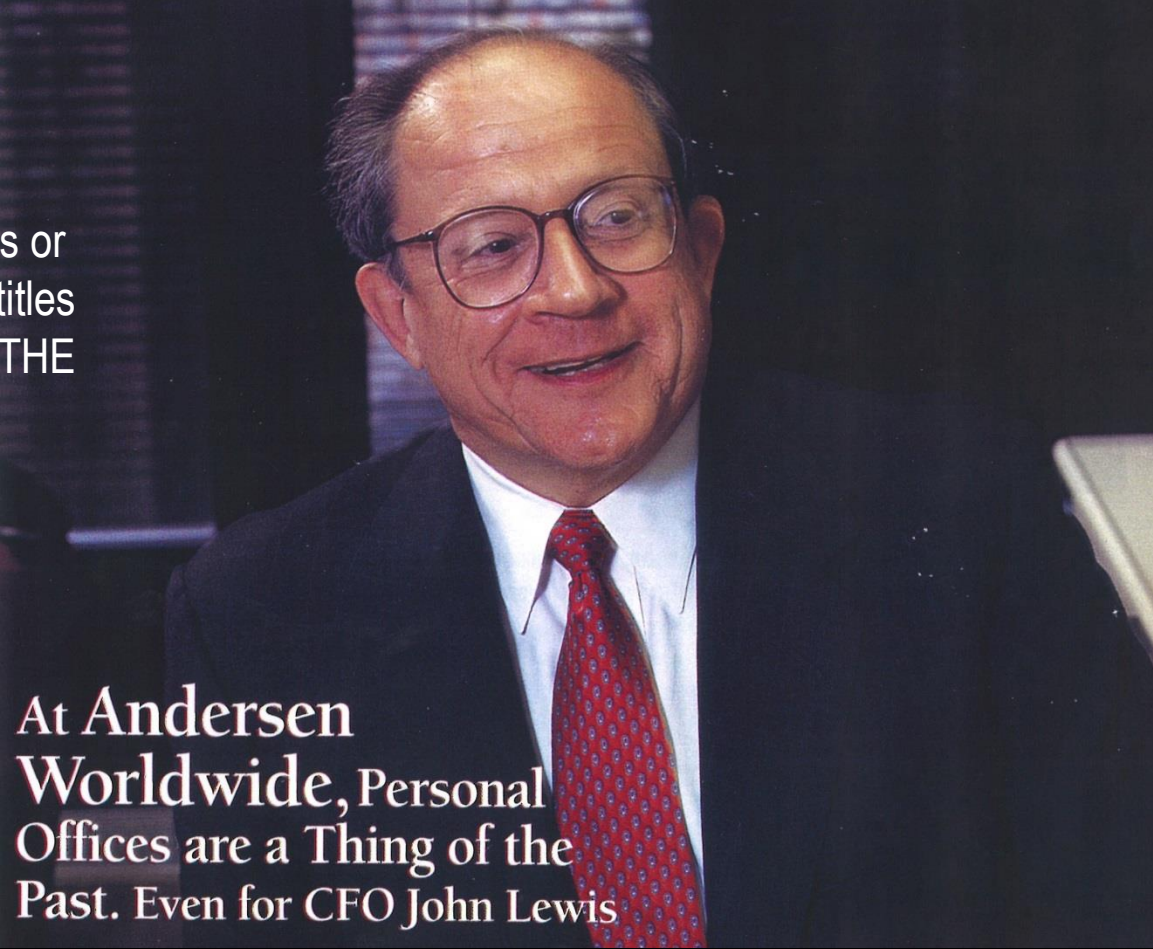
Action taken

- **Sale and lease back**
- **A 30% workspace reduction**



CFO JOHN LEWIS, ANDERSEN WORLDWIDE, CHICAGO, USA

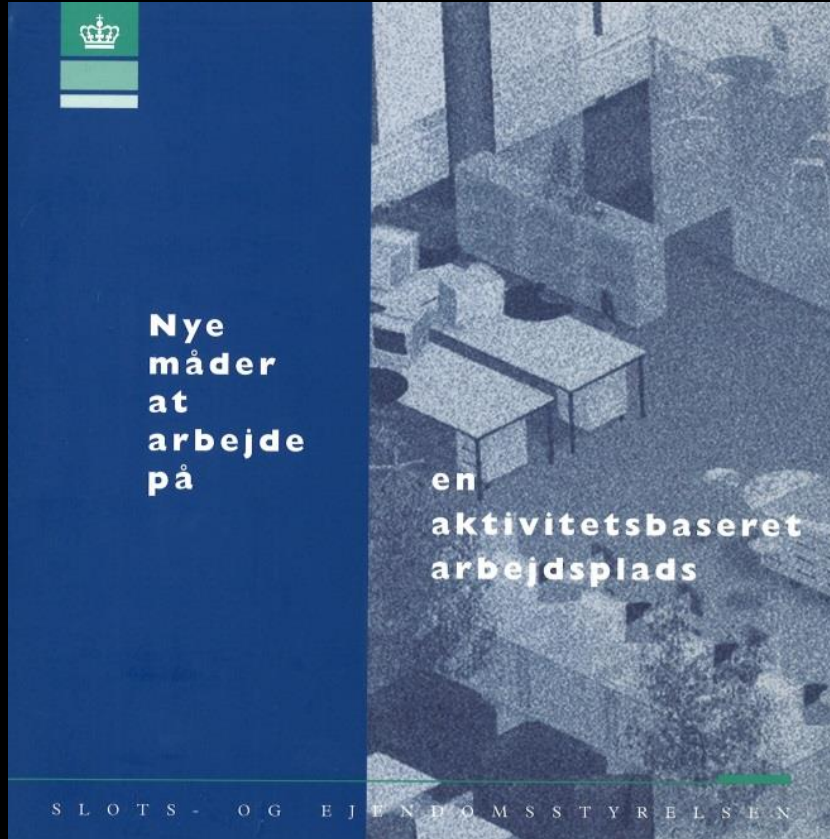
A person's contribution to the company should be judged by his or her work, Lewis believed not by titles or rank and **CERTAINLY NOT BY THE SIZE OF THEIR OFFICE**

A portrait of CFO John Lewis, a middle-aged man with glasses, wearing a dark suit, white shirt, and a red patterned tie. He is smiling slightly and looking towards the camera. The background is dark and out of focus.

**At Andersen
Worldwide, Personal
Offices are a Thing of the
Past. Even for CFO John Lewis**

THE DANISH PALACES and PROPERTY AGENCY

Karen Mosbech gave up her office and turned it into a meeting room over a weekend





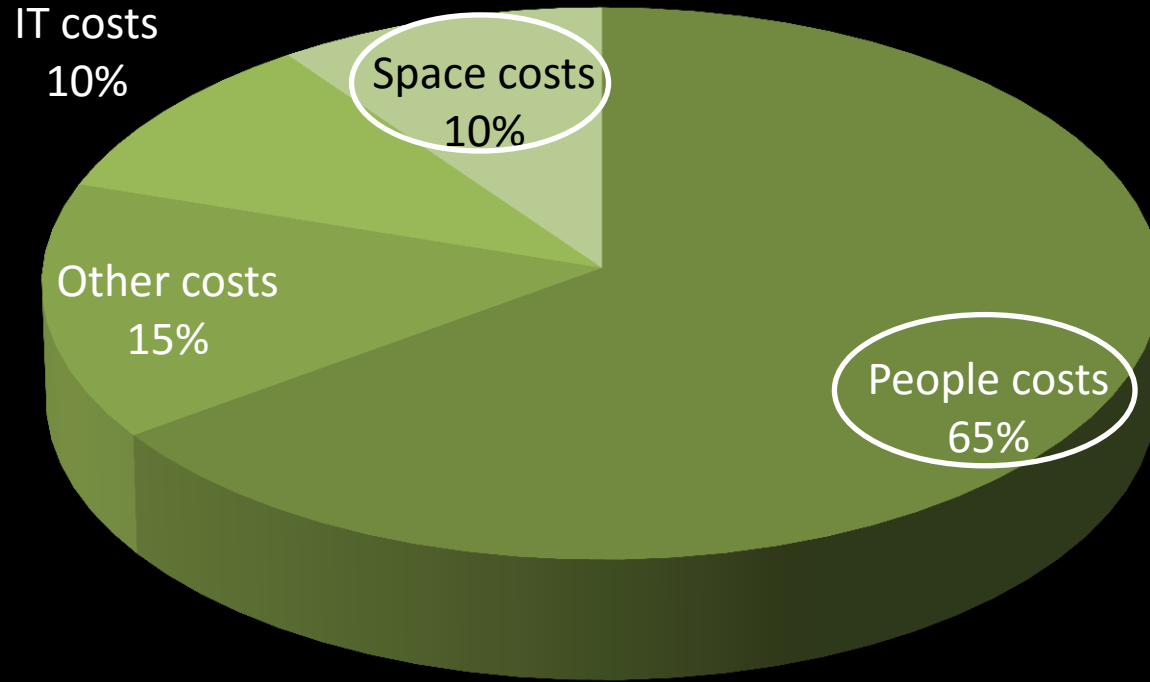
IBM e-place



New Ways of Working

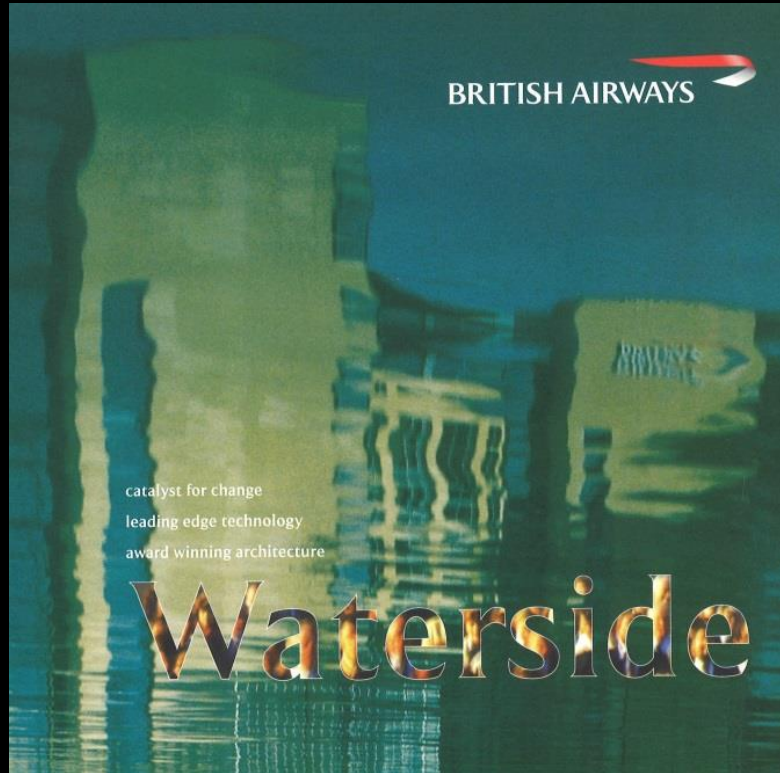
1990's EFFECTIVENESS - making the most of the PEOPLE

FOCUS ON BALANCE PEOPLE AND PROFIT



Average costs per individual employee

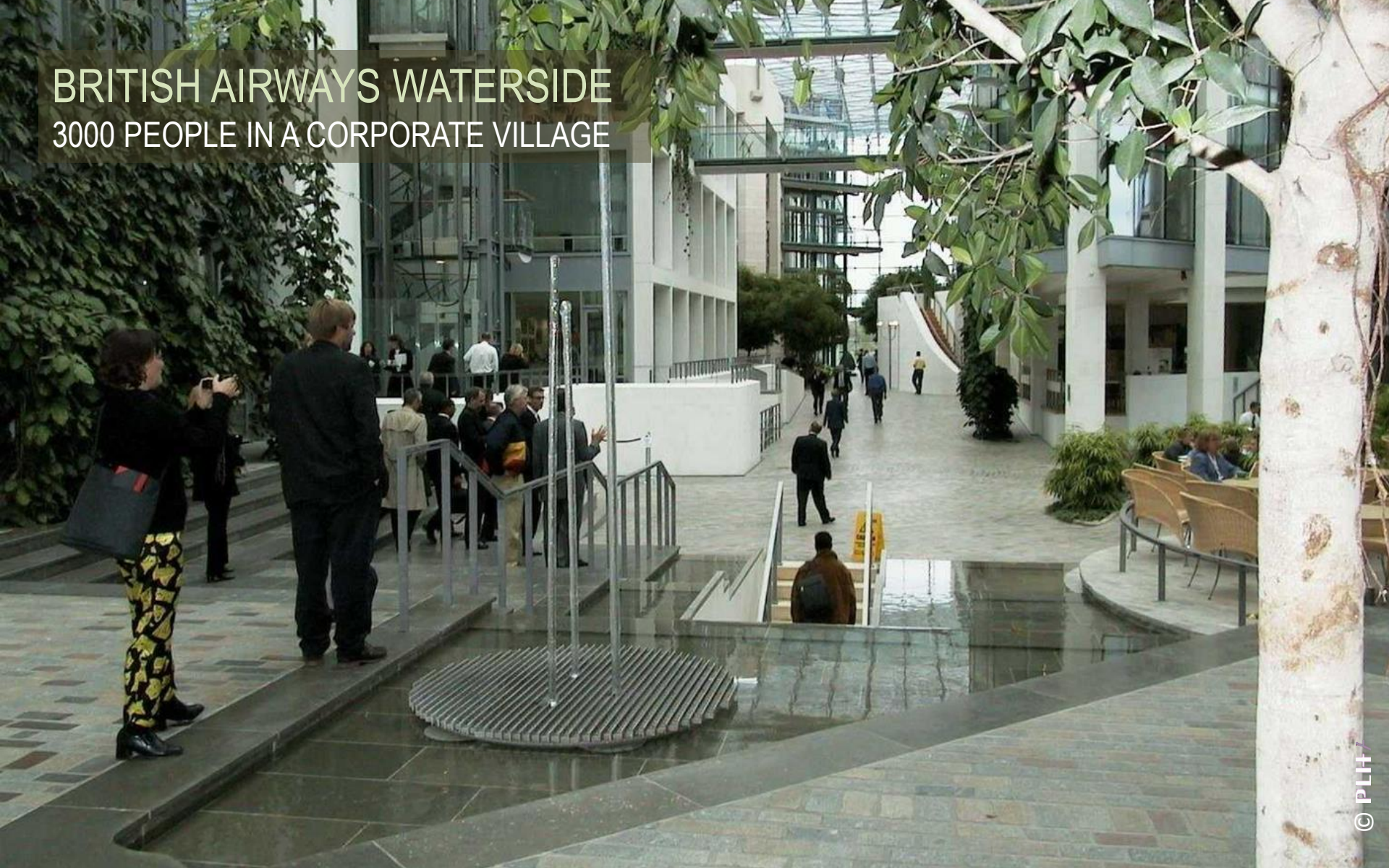
BRITISH AIRWAYS WATERSIDE



Robert Ayling was determined to use architecture, in alliance with IT and organizational reintegration to accelerate change in the business cultures of British Airways

BRITISH AIRWAYS WATERSIDE

3000 PEOPLE IN A CORPORATE VILLAGE



THE FIRST ATRIUM WORKSPACE IN DENMARK

FREE SEATING



TUBORG HAVNEVEJ 18 - HELLERUP

CHICAGO O'HARE INTERNATIONAL AIRPORT 1997



2000 EXPRESSION - making the most of the BRAND



THE ALLER MEDIA BUILDING

EXPRESSION - making the most of the BRAND



BUILDING AND WORKPLACE BECAME A NODE



K29 BUSINESS CENTER – VILNIUS – LITHUANIA

2010 SUSTAINABLE WORKPLACE

FOCUS ON BALANCE PEOPLE PLANET AND PROFIT



PROFIT ECONOMIC
Design a new efficient office building

PEOPLE SOCIAL
Design a pleasant workplace

PLANET ENVIRONMENTAL
Design a sustainable building

DESIGN A SUSTAINABLE AND EFFICIENT BUILDING WITH A PLEASANT WORKPLACE

YOUNGER MINDSET AT WORK



UNIVERSITIES AND BUSINESS CAMPUSES



University of Southern Denmark

Kolding

Denmark

Gross area: 13.700 m²

Completion 2014

Architect: Henning Larsen Architects



DSV Global Headquarters

Hedehusene

Denmark

Gross area: 16.000 m²

Completion 2014

Architect: PLH Architects

WORKING 9-5 IN 1997



WORKING 24/7 IN 2016



WORKPLACE STRESS

Health and Lifestyle Practices



THE HEALTHY WORKPLACE

Health and
Lifestyle
Practices



Healthy
Workplace

Workplace Culture
and Supportive
Environments



Physical Environment and
Occupational Health and Safety



Source: Excellence Canada

PHYSICAL ENVIRONMENT

Good air quality

Natural ventilation

Daylight control (comfort light)

Good lighting

Good acoustic environment

Visuals - the use of natural materials

Maersk Amerika Plads
(under construction)

SUPPORTIVE ENVIRONMENTS

Calm environment
Give people a choice
Social areas
Quite zones



DSV Global HQ

PHYSICAL ENVIRONMENT AND OCCUPATIONAL HEALTH AND SAFETY



Calm areas at Maersk Drilling and Maersk Supply Service

WORKPLACE CULTURE and SUPPORTIVE ENVIRONMENTS

having “choice” at work helps us to be more productive, more creative, healthier, and more engaged



Supportive environments at Maersk Drilling and Maersk Supply Service

THE IMPORTANCE OF THE RIGHT PROCESS

POST OCCUPANCY SURVEY SHOWED A MAJOR IMPROVEMENT IN THE PHYSICAL WORKING ENVIRONMENT



DSV Global HQ



OUR PHYSICAL WORKPLACE IS SO IMPORTANT, AS IT IS A DAILY, REMINDER OF **WHO WE ARE** AND **HOW WE WORK**