

PLACEMAKING AS A MEANS TOWARDS A FUTURE WORKPLACE

A study on using the urban phenomenon of placemaking as a new approach in corporate real estate in a transition towards a future workplace

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PREFACE

After seven years of studying at the University of Technology in Delft, this thesis marks the end of my journey. Entering the faculty of Architecture with an ambition to design buildings for people, turned into creating an environment with people. I am still intrigued by the ambience and shape of buildings, but even more enthusiastic about the environment that a building creates for the people. Buildings are places where people gather and are places of interaction. My research combines these interests: people, interaction, and the design of the building. Before you lie the master thesis “Placemaking as a means towards a future workplace: A study on using the phenomenon of placemaking as a new approach in corporate real estate in the transition towards a workplace of the future.” This thesis has been written to fulfil the graduation requirements for the Master track Management in The Built Environment at the Faculty of Architecture at the University of Technology in Delft.

I noticed during my previous studies that I avoided stepping outside my comfort zone. This year I wanted to approach the thesis differently, by choosing a subject which required skills I did not yet have. One of these skills was conducting interviews and analysing them with Atlas TI. Another one was diving deeper into sociology. Also, I have learned that struggling is part of the process. Therefore, this thesis has taught me valuable lessons both professionally and personally.

I would like to thank my supervisors, Ir. Herman Vande Putte and Dr. Darinka Czischke, for the excellent guidance and support during the process. I deliberately chose you to be my supervisor because I knew you would provide me with challenges. This has maximized the learning opportunities, for which I am grateful. I also want to thank Ir. Barry Hummel from Dev_ real estate for his guidance from the perspective of the work field. Furthermore, I would like to thank Dev_ real estate in general for their contribution to the data collection for this study. Watching various projects in practice from the sidelines has given me many valuable insights for this thesis and in the future!

To all the participants of the interviews, I could not have performed this research without you. Thank you for taking the time (sometimes at concise notice) and always ensuring I ended the interview full of new information.

Finally, I want to thank my family and friends for their continuous support throughout the process. I would also like to thank you, my reader: I hope you enjoy your reading.

Sincerely,

Valerie Hermien van den Broek
Rotterdam, June 15th, 2023



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ABSTRACT

The COVID-19 pandemic's onset was a critical change for employees all over the world. Many aspects of how they operated, including their working atmosphere, underwent a revolution as a result. As a result, there has been a shift in the nature of "work". Work is now something you do, not a place you go. It can be done anywhere. Since it is now more normal to be flexible regarding time and location, there are now more working styles than ever. Organisations are getting more involved with changing the workplace to employees' needs and demands to ensure that their real estate continues to meet corporate goals. Since employees are an organisation's most valuable asset, designing and maintaining the physical, virtual, and social workplace to adhere to productivity and employee satisfaction is now crucial for organisations looking to achieve a competitive advantage. This forces organisations to be more accountable, and inclusive, and better integrate stakeholders into their decision-making processes, particularly by paying attention to input and foreseeing expectations from stakeholders. Participation in spatial planning is becoming more widely recognised as a valuable method of gain access to community skills and local knowledge as well as including residents in conversations about place. A strategy that promotes user participation is placemaking. The strategy is born out of the ethical insertion of a specifically designed space into existing settings, opening a platform for dialogue about public places among the many involved stakeholders. This study explores the use of placemaking as a new approach in corporate real estate to transition towards the workplace of the future. Placemaking, or the practice of inspiring people to collectively reimagine and reinvent spaces at the heart of every community, can play a significant role in creating a workspace that is conducive to productivity, collaboration, and innovation. The study combines expert knowledge with case studies from the Dutch real estate market to answer the main research question: How can placemaking help the transition to a future workplace? The characteristics of placemaking are used in four phases of the transition towards a future workplace. Overall, this study provides valuable insights for companies seeking to create adaptable and innovative workspaces that meet the needs of their employees and organization.

Keywords - Corporate Real Estate Management – Placemaking – Workplace Strategy – Workplace Consultancy

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READING GUIDE

PART	CONTENT
1. Introduction	The first part of this research introduces the context whereafter the relevance is discussed. The last part of this chapter discusses and describes the main research question and its supporting questions.
2. Theoretical background	This part lays the theoretical foundation of the research in which all different concepts are elaborated on, and the research environment is described. The information that is produced in this part will be used to answer the first three sub-questions.
3. Method	The third part describes the methodology for this thesis.
4. Findings	In the findings is explained what was found in the study.
5. Synthesis	The part synthesis describes the amalgam of the theory and the findings. A conclusion and discussion of the study is formed.
6. Reflection	This part specifies the personal reflection on the thesis and the process of making it.

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PART 1

RELEVANCE

1. INTRODUCTION

The COVID-19 pandemic's onset was a critical change for employees all over the world. Many aspects of how they operated, including their working atmosphere, underwent a revolution as a result (McLaurin, 2020). As a result, there has been a shift in the nature of “work”. Work is now something you do, not a place you go. It can be done anywhere. Since it is now more normal to be flexible regarding time and location, there are now more working styles than ever (McLaurin, 2020). For employees, remote work has emerged as the new professional norm. Although some of these concepts were present before the pandemic, the pandemic acted as a pilot study that allowed workers to try various working methods. Employees saw several benefits and drawbacks of this type of work organization with varying degrees of support from their employers (Birimoglu Okuyan & Begen, 2022).

To guarantee that corporate real estate continues to support essential corporate goals, organizations are becoming more concerned with adapting the workplace to the needs of employees (Haynes et al., 2017). Designing and maintaining the physical, virtual, and social work environment for productivity and employee satisfaction is now essential for organisations that seek to gain a competitive advantage because employees are an organization's most valuable asset. (Rothe et al., 2011). Employee accommodations are extremely challenging as firms deal with post-pandemic-related employee wishes and changing workplace trends. Several factors drive workplace trends e.g., society, economy, technology, and the environment. However, the employee – and not the employer – is currently driving the workplace trends, and this influence is expected to grow as society re-emerges from the recent pandemic (Avisonyoug, 2021; Microsoft, 2021). This forces organisations to be more accountable, and inclusive, and better integrate stakeholders into their decision-making processes, particularly by paying attention to input and foreseeing expectations from stakeholders.

Participation in spatial planning is becoming more widely recognised as a valuable method of gain access to community skills and local knowledge as well as including residents in conversations about place (O'Rourke & Baldwin, 2016). Participation can lead to a superior design, foster community support for urban landscapes (Matsuoka & Kaplan, 2008), and lend legitimacy (Syme & Nancarrow, 2001). People who share space are frequently the best people to ask about place design (Projects for Public Spaces, 2013b).

A strategy that promotes user participation is *placemaking*. According to Projects for Public Places (2013b), “placemaking is about involving people in how their public spaces look, feel and operate to discover what they want and expect from a place” (Projects for Public Spaces, 2013c). Additionally, human activity is competent and compassionate, and place plays a key role in good living and working. The strategy is born out of the ethical insertion of a specifically designed space into existing settings, opening a platform for dialogue about public places among the many involved stakeholders.

According to Boelhouwer et al., (2007) and Cilliers & Timmermans (2014) planning for social space and placemaking entails preparing for people with continually changing demands. So, if employers struggle with preparing for the changing demands of the employees could planning for their social space and placemaking help them? Placemaking is a concept that is not limited to a single discipline. Spatial and design disciplines, social science, art, education, music, tourism, and other fields have all theorised this idea (Alvarez et al., 2017; Lew, 2017; O'Rourke & Baldwin, 2016; Toolis, 2017). When attempting to shed light on a problem, interdisciplinarity frequently refers to the appropriate synthesis of information from many different specialities (Brewer, 1999). The combination of disciplines gives value to efforts that are particularly successful since the whole is more intriguing than the sum of the parts or contributions (Brewer, 1999).

While several books and journals are dedicated to workplace design and management, only very few open a discussion about making a connection between workplace strategies and the urban phenomenon of placemaking. Placemaking works for public places, so why not for the workplace (Figure 1.1)? Therefore, the goal of this thesis will be to close this research gap. This thesis explains how managers tirelessly collaborate with staff members of Dutch organisations to care for, support, and develop the people and offices under their care. Given that more and more employees return to the office after COVID-19, this is an essential activity. How do employees and managers adapt their places as organisations and technology change? How can experts support this placemaking?

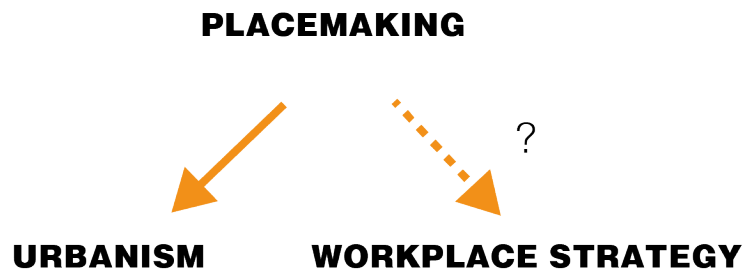


Figure 1. 1 Configuration of placemaking in urbanism and workplace strategy (own work)

1.1 SOCIETAL AND SCIENTIFIC RELEVANCE

The workplace is one of the many locations and processes that are altered as the world comes out of lockdown. A new field of research is starting in the workplace in the post-pandemic future. The possibilities must first be investigated to finally establish a hierarchy of workplace configurations or a leading strategy that organizations can use to satisfy the altered expectations and desires. Eventually, it can be utilized as a starting point for future scientific research in the future workplace by organizations beginning to establish a post-pandemic workplace strategy.

The research's potential for operationalization by workplace strategists to forge a better-formed workplace is what gives it its societal relevance. Organizations are eager to tailor the workplace to employee wants and expectations because the current balance between employees and employers is in favour of the employees. Further shifting the scale in favour of the employee and their expectations is the COVID-19 pandemic. It's a difficult effort to comprehend how employee expectations are always changing. Workplace planners are keen to fulfil employee requests, but they also need to consider the numerous other requirements an organisation has for corporate real estate. Other criteria could be affordability, brand recognition, sustainability, etc (Haynes et al., 2017).

1.2 RESEARCH QUESTION

Employee preferences cannot be accommodated if they are not well understood. Therefore, this research aims to learn from the phenomenon of placemaking and to create the workplace of the future. One overarching research question and several research questions to support the main research question have been developed for the sake of this thesis. Figure 1.2 shows the conceptual model for this research:

“How can placemaking help the transition towards a future workplace?”

Section A: Workplace setup

[SRQ1]: What are past, current, and expected future workplace trends?

Section B: Placemaking

[SRQ2]: What are the similarities and differences between workplace strategies and placemaking?

Section C: Implementation

[SRQ3]: How can an organisation's workplace strategy be described?

[SRQ4]: How can the workplace trajectory of an organisation be described?

[SRQ5]: How are the characteristics of the workplace strategy translated into the current workplace design?

[SRQ6]: How is placemaking used in the context of the organisation's workplace strategy, -trajectory, and -design?



Figure 1. 2 Conceptual model (own work)

1.3 GOALS AND OBJECTIVES

Because creating a workplace is a wicked problem in and of itself (Appel-Meulenbroek & Danivska, 2021), it is unreasonable to strive to produce an output that is representative of all Dutch organizations, or even of a sector. The purpose of this thesis is to increase knowledge on placemaking, enlighten organizations about what is feasible, and produce research-based advice that contributes to the currently expanding bandwidth of inspiration.

1.4 DISSEMINATION AND AUDIENCES

Organisations that are interested in learning more about the preferences of their employees, want to develop a new workplace and want to know how to involve their employees in the process and, consequently, develop their future real estate, should read this thesis. Additionally, this thesis may offer firms tools for creating the workplace of the future. Based on their own employees' needs, the proposed guidelines can assist firms and their employees in changing the workplace in the post-covid era. Consultants can use the outcome to help organisations with their future workplace strategy.

PART 2

THEORY &

MODELS

2. THEORETICAL BACKGROUND

The foundation for the problem formation is established by a preliminary literature review. A subsequent literature review defines essential keywords in greater detail to ensure that the reader and the researcher comprehend concepts like placemaking and workplace. The literature study includes two (2) different sections – A and B. These sections informed the conceptual framework and defined the concepts used.

DEFINITION OF TERMS

In literature, terms that mean the same thing or something very similar are described using different terminology. Therefore, the so-called "null" queries generated from the literature study are stated first. In this sentence, terms generated from the research questions and the research purpose are defined.

"NULL" QUERY	DEFINITION USED
Workplace	The building or place where people do their jobs can be considered the "workplace" (Cambridge dictionary, 2022b)
Workplace strategy	The alignment of the workplace and organisational processes for the purpose of achieving corporate success (Haynes et al., 2017; Heywood & Kenley, 2008; Schriefer, 2005)
Placemaking	A process and philosophy that inspires people to collectively reimagine and reinvent spaces at the heart of every community

SECTION A: WORKPLACE SETUP

The research topics for this section will include defining the workplace by identifying key characteristics. Furthermore, the impact of the COVID-19 pandemic on the workplace and the presumed long-term effects for organizations are researched.

Sub-research question one (1) is answered with the theoretical base of literature. There has been a vast amount of quantitative research performed on the trends and expectations and preferences in the workplace. This data is often collected in surveys, articles, and papers, and is largely published on the Internet.

What are past, current, and expected future workplace trends?"

Before diving deeper into what the workplace and workplace strategy exactly entail it is important to give context to different timeframes that are used for this research. In Figure 2.1 below an overview is presented that shows what period is meant by these timeframes.

- **Before:** no corona measures for the office because the coronavirus was not yet in the Netherlands.
- **During Scenario I:** employees are not allowed to go to the office, and mostly work from home.
- **During Scenario II:** People are allowed back to the office, but they had to keep a 1,5m distance while sitting and wear mouth masks when moving around the office (Ministerie van Algemene Zaken, 2021). During this period employees could choose to go to the office or not.
- **Post:** allowed to go to the office. There are no corona measures for the office. However, some general corona measures still exist – if you have any symptoms you should stay at home and test yourself. If you have Corona, you must go into isolation. Get your shot at Corona (repeat). Even if the rest of your health is perfect (Ministerie van Algemene Zaken, 2022).
- **Future:** ???

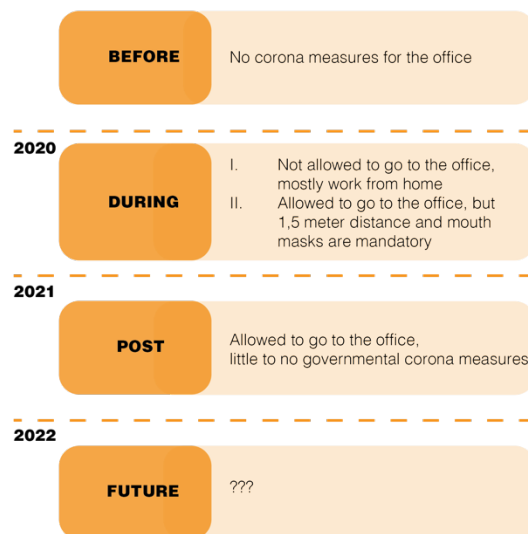


Figure 2.1 Definitions of the timeframes used for this thesis (own work)

2.1 WORKPLACE

The word "office," which comes from the Latin word "officium," has been changed to imply "organisational space" in modern usage. This entity of organisational symbolism refers to the physical environment inside and around an organisation as well as the built environment, which includes the architecture and urban setting (Dale & Burrell, 2008).

The building or place where people do their jobs can be considered the "workplace" Dictionary(Cambridge dictionary, 2022b), but the concept goes beyond that. The office has developed into a key component of organisational strategy and the centre of daily life for many people (Parker, 2020). Existing literature continues to add new dimensions including among others social interactions, gathering, creativity, education, motivation, engagement, and self-realization, (Endrissat et al., 2015; Fisher, 2010; Gill, 2019; Goffee & Jones, 2013).

Different types of space that can be found within the workplace are workspace, meeting space and support spaces (Nag, 2019). These essential spaces ultimately distinguish between independent work areas, areas for cooperation, and areas that support workplace processes. These three different essential spaces include cubicles, open offices, team rooms, shared offices, conference booths, work lounges, coffee corners, etc. As corporate offices continue to grow, the catalogue of potential new spaces grows. Space characteristics such as office layout, density, closeness, workstation, partitions and enclosures, biophilia, accessibility, look and feel location, and amenities are ways to characterise the forever-changing workplace (Figure 2.2) (Nag, 2019). These characteristics can be altered to produce completely alternative office layouts.

OFFICE LAYOUT	Physical setting and environment
AMENITIES	Physical setting and environment
LOCATION	The spatial characteristics of workplaces remain at the core where all group activities are taken place
DENSITY	Amount of workspace available
LOOK & FEEL	Aesthetics
PROXIMITY	Physical distance between people
BIOPHILIA	Views, refuge, water, biodiversity, sensory variability, biomimicry, playfulness, and enticement
ACCESSIBILITY	The extent to which an employee's individual workspace is accessible to others
PARTITION & ENCLOSURE	Amount and height (privacy)
WORKSTATION	Size of the workplace and ergonomics

Figure 2.2 Configuration of space characteristics that characterize the forever-changing workplace (own work)

(Own work)

2.1.1 THE EVOLUTION OF THE WORKPLACE

Somewhere around 1900, the invention of the gearless electric lift was done (Case Western Reserve University, 2020; Encyclopedia, 2018). This invention was a catalyst for skyscraper offices. In 1911 a theory appeared around productivity by Taylor, called Taylorism. This theory resulted in an office where employee efficiency, lower cost and maximised profit were most important (Taylor, 2004). This theory laid the foundation for the open plan office. However, this open plan office looked more like the grids in factories where employees worked in cramped spaces and managers overlooked the work floor from private offices (Taylor, 2004). After the second world war (WWII) office design took another turn. Bürolandschaft had taken over the office world. It adopted the idea that productivity was most important, but instead, it valued equality, humanness, and cooperation (Brookes, 1972). The office layout changed from a grid to organically placed furniture where plants and dividers were used to mark different areas. This provided Organisations with much-needed flexibility based on the idea that there was no "one size fits all" solution (Brookes, 1972). Two decades later, in 1970, the cubicle was invented. Organisations demanded less-space-consuming, less-expensive office furniture as the demand for office space increased (Franz, 2008; Haslam & Knight, 2010). During the '80s and '90s technology continued to develop. Laptops and email were invented which allowed employees to work remotely. Memos went paperless, and teams' methods of communicating with one another and with their clients underwent a permanent transformation (Kirkland & Bailey, 1999; Madsen, 2011; Riemer et al., 2019). This would be the start of the hybrid working era.

Over the past few years, there is an increased desire for flexibility that changed flexible options in favour of the previously mentioned workplace setting. Open-plan, activity-based, coworking, satellite, home, and other remote sites that are designed to be used in conjunction with flexible working arrangements are examples of flexible office space (Barath & Schmidt, 2022). Table 2.1 shows the types of flexible office spaces and their characteristics. Flexible office spaces give workers a variety of options for how and where to work (Søiland & Hansen, 2019) and are frequently linked to sustainable development objectives (Filho et al., 2019). Such work environments promote innovation (Antoniades et al., 2018), information exchange (Mitev et al., 2019), and internal and external collaboration (Riemer et al., 2019).

Table 2.1 Types of flexible workspaces adapted from Barath & Schmidt, 2022)

	CHARACTERISTICS
Open-plan office	<ul style="list-style-type: none"> • Minimum to no interior boundaries • Openness and flexibility • Facilitate communication and idea flow
Co-working office	<ul style="list-style-type: none"> • Group of different employees use a common, shared workplace
Activity based office	<ul style="list-style-type: none"> • Allows employees to work on different activities • No fixed desk in the workplace • Associated with privacy communication and smooth workspace transition
Satellite office	<ul style="list-style-type: none"> • Employee work isn't a venter established by the employer outside the employer's premises • Minimizing the size of the office • Can save daily commute time
Home office	<ul style="list-style-type: none"> • Flexibility to arrange their work time and environment • Environmental discomfort leads to inability to concentrate
Other	<ul style="list-style-type: none"> • Alternative workspaces or locations that are open to the public (e.g., cafés, libraries, vacation homes, streets, parks, car parks or railway stations) • Need a good quality internet connection

2.1.2 THE WORKPLACE DURING COVID-19

The workplace during COVID-19 can be viewed as a condition determined by the new circumstances in which COVID-19 has sparked a general global transformation that specifically affects the workplace (de Lucas Ancillo et al., 2021). Two different scenarios describe the workplace during COVID-19. One scenario in which everyone was obliged to work from home and one scenario where employees were allowed to come back to the office but had to wear mouth masks while walking around the office and keep 1.5 meters distance.

SCENARIO I

During the government-imposed lockdowns, everyone was obliged to work from home, communicating using ICT (Lal et al., 2021). Figure 2.3 shows a simplified representation of the workplace during COVID-19 for scenario I. The workplace at home could vary between using the kitchen table as a desk, a desk in a bedroom or home office or sitting on the couch in the living room.

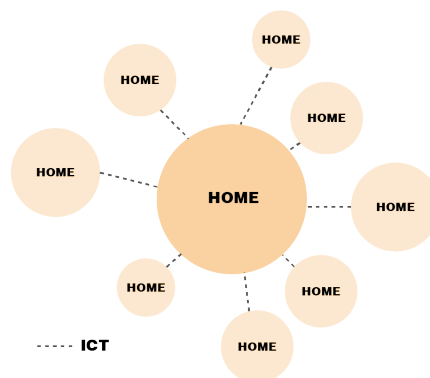


Figure 2.3 A simplified representation of the scenario I workplace during COVID-19
(Own work)

SCENARIO II

As mentioned before during the COVID-19 pandemic there was another scenario. This scenario allowed employees back to the office creating an interconnection between the workplace at home and the office using ICT. Figure 2.4 depicts a simplified representation of the scenario II workplace during COVID-19. This type of work is called hybrid working. Hybrid working is a workplace strategy in which the workplace is divided into any kind of remote (in this case at home) and in-office work (de Lucas Ancillo et al., 2021; O'Rourke, 2021). An ICT network supporting virtual connectivity is in place to connect these areas (Hardy et al., 2018).

At the office, it was mandatory to keep a 1.5-meter distance, wear mouth masks and follow arrows to ensure that there aren't too many people in one place (Ministerie van Algemene Zaken, 2021).

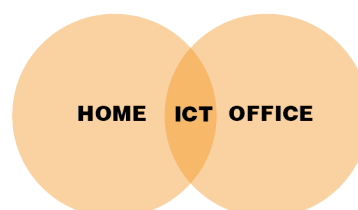


Figure 2.4 A simplified representation of the scenario II workplace during COVID-19
(Own work)

2.1.3 THE POST-COVID-19 WORKPLACE

The post-COVID-19 workplace can be described as a hybrid workplace which consists of three different configurations: home, the office, and alternatives (e.g., café, public transport., library, etc). There are little to no government-imposed measures which allow employees to work from where they want – hybrid working. Hybrid working has been essential to the survival of companies during COVID-19. Companies should learn from this scenario to investigate new methods for accomplishing tasks as well as the new role of the office (Turner & Baker, 2022). Figure 2.5 shows a simplified representation of the post-COVID-19 workplace.

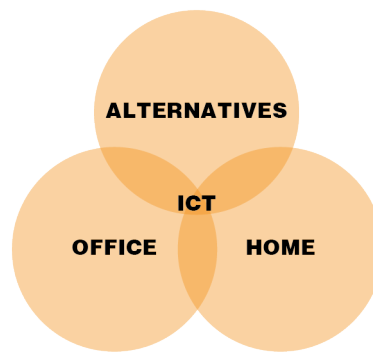


Figure 2.5 A simplified representation of hybrid working (Own work)

2.1.5 THE FUTURE WORKPLACE

As mentioned before the hybrid workplace consists of three different configurations: home, the office and any other alternative where work can be done. What is interesting to notice is that the workplace at home and the workplace at the office generally are private places and all the other alternatives generally are public places (Figure 2.6).

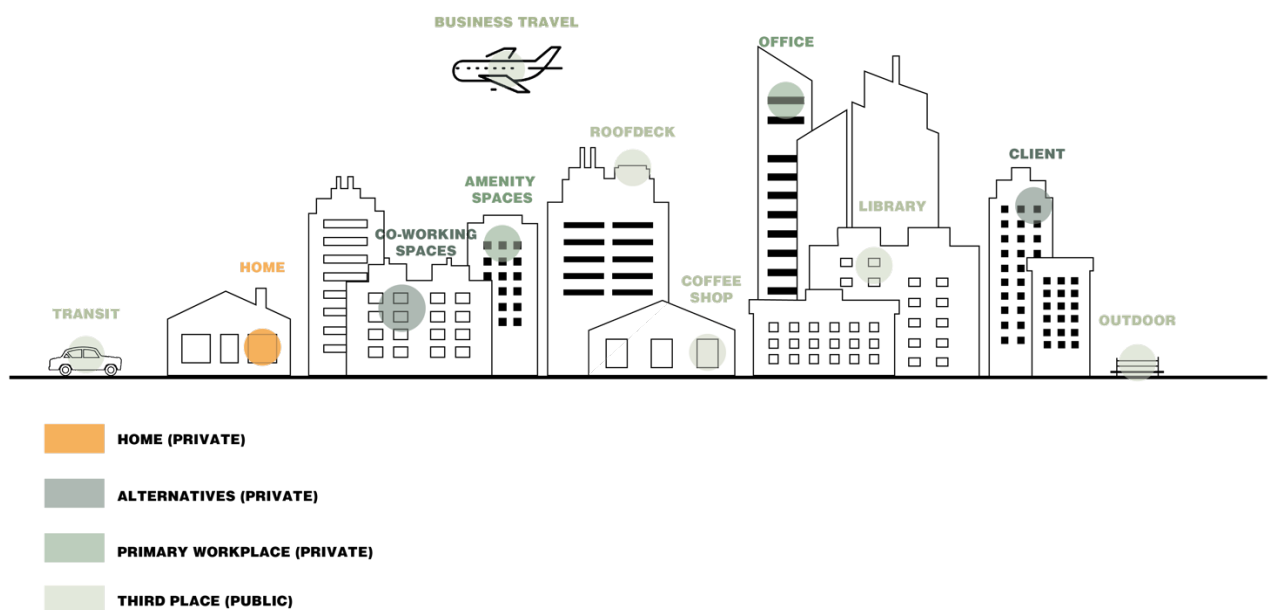


Figure 2.6 Configuration of different workplaces labelled as a private or public place

This study is restricted to the physical elements found in office environments there are two reasons for that. First, the structure of ICT networks differs from that of the physical workplace. This study does, however, accept that a dependable ICT network and virtual space are required when implementing a hybrid strategy to enable the connectivity of the hybrid work environment (Bosua et al., 2013). Second, as organisations start calling employees back to the office, the focus is on the impact of hybrid practices on office culture, the dynamic, and what that means for the design of the future office and the strategy towards this. Now more than ever it is essential to understand the elements and procedures that enable an office to change into a pleasant place to work (de Lucas Ancillo et al., 2021). However, this study does acknowledge that there are multiple places to work outside of the office but claims the office as being the one that can be influenced and adapted.

The office workplace of the future will never be the same as what it is today since it is in a transitional phase, nor will it be anything like what it would have been under the pre-COVID-19 circumstances. COVID-19 created a chance to design a workplace that is employee centred and represents a new and unique dimension of competitive advantage, attracts a new generation, and retains the best employees in a well-performing and effective workplace. To prepare for future situations, Organisations should re-evaluate where and how work is done. Workspaces must be redesigned by organisations to accommodate all types of on-site and remote contact. Changes must be made in the way that space is used, including how much is required and how it will be used for collaboration, productivity, culture, and corporate goals.

Consequently, it will unavoidably become more diverse, sophisticated, and innovative as it considers both corporate and employee demands to strike a healthy balance.

Literature shows that multiple categories should be considered when thinking about the future office: mobility, choice, privacy, unassigned seating, and health (McLaurin & Engels, 2021). The categories and their explanation are shown in Figure 2.7

MOBILITY	The ability to work remotely, and the autonomy to match work to the right setting
CHOICE	Employees variety of work setting must include the home
PRIVACY	Maintain the privacy they have become accustomed at home. Right balance between open / private and individual / group spaces
UNASSIGNED SEATING	Space reservation programs to balance space utilization, employee and team schedules, and safety considerations
HEALTH	Health and wellness is to be expected to be built into everything

Figure 2.7 Configuration of workplace trends after COVID-19 (own work)

2.1.6 WORKPLACE TREND DRIVER

After extensive research, four different pillars have been identified that are strongly interlinked and may affect multiple drivers at once – society, economy, technology, and environment. Monitoring these drivers could enable anticipation of a potential transformation to ensure relevance in a shifting global context.

SOCIETY – CHANGING EXPECTATIONS AND BEHAVIOUR

Actors in the public and civil society expect their concerns and requests to be heard and taken seriously, and they seek greater levels of transparency and collaboration. They anticipate that individual liberties will be respected and are growing more concerned that safety should not be sacrificed for secrecy. This forces Organisations to be more accountable, and inclusive, and better integrate stakeholders into their decision-making processes, among other things by paying attention to stakeholder feedback and anticipating their needs.

Data from Microsoft and Bloomberg suggests that the employee – and not the employer – is currently driving the workplace trends, and this influence is expected to grow as society re-emerges from the recent pandemic. Two major factors are converging, creating a perfect storm for employer and employee alike:

- (1) Post-pandemic hiring boom – Bloomberg reported that “the economy is set for a hiring boom as the coronavirus pandemic recedes. There are signs that it’s already underway...and will prompt companies to hire additional staff to meet the new demand” (Bloomberg, 2021; Jack Kelly, 2021)
- (2) Employee burnout – as mentioned before self-proclaimed productiveness has increased. However, one in five global survey respondents stated that their employer doesn’t care about their work-life balance: 54% feel overworked and 39% feel exhausted. (Microsoft, 2021)

The talent pool of an organisation today consists of a diverse range of generational groups, working methods, and personality types (Figure 2.8). The collaboration of five generational groups was unprecedented in history. The specialised needs of individual employees have increased and evolved because of the epidemic and accompanying lifestyle changes. It's critical to be conscious of the variety of preferences, abilities, working styles, and sensitivities at work while considering the many generations. Many of these generational variations in the workplace were more evident because of COVID-19, necessitating some changes to minimise pitfalls and maximise best practices. (Avisonyoung, 2022)

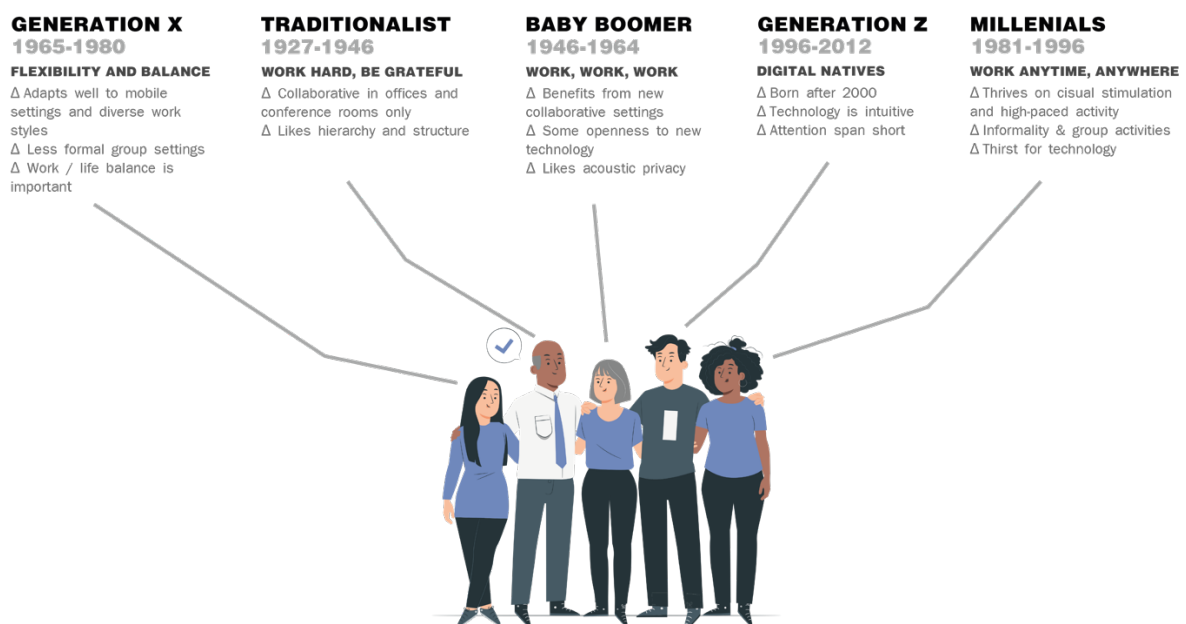


Figure 2.8 Several generations and their preferences, abilities and working style (Own work based on Avison Young)

ECONOMY – TRADE AND UNCERTAINTY

Uncertainty surrounds the way the system of international trade will develop and how it will affect the world economy. The interconnection of global supply networks is still strong and crucial even as the ideas of globalisation and multilateralism are being questioned more and more (Ahir et al., 2022). Organizations find it challenging to forecast their long-term development in this environment since it may affect their ability to reach international markets for their goods and services. (Antony et al., 2021; Attinasi et al., 2022; Pierre-Olivier Gourinchas, 2022).

TECHNOLOGY – THE IMPACT OF DIGITAL

The development of digital infrastructures and the blending of digital and other more conventional technologies are having a quick and profound impact on how people live and work all over the world (Riemer et al., 2019). Digital technology improvements can give Organisations a competitive advantage, increase productivity, and foster creativity (de Lucas Ancillo et al., 2021; Williamson et al., 2021).

ENVIRONMENT – THE URGENCY FOR SUSTAINABILITY

If issues like climate change, biodiversity loss, and pollution are not appropriately addressed, the world's environment will face serious threats (Rama et al., 2022). These and other problems transcend national boundaries and cannot be resolved by one person, one organisation, or one government. To achieve sustainability rather than finding quick fixes, international cooperation is needed. (Olabi & Abdelkareem, 2022; Venturini et al., 2022)

SECTION B: PLACEMAKING

This topic section focuses on the synthesis between workplace strategies and placemaking. The research topics for this section include defining the workplace strategy and the phenomenon of placemaking and its characteristics. Consequently, the theory of section A combined with the theory of section B create characteristics that are compared. Research question two (2) can be answered with the help of a theoretical study beforehand and with the help of section A.

What are the similarities and differences between workplace strategies and placemaking?

2.2 WORKPLACE STRATEGY

Corporate Real Estate Management concerns all strategic issues regarding property (Bon, 1992). There are two different scales – portfolio and building. The portfolio scale focuses on the strategy for all buildings an organisation may possess this includes investment-, financial-, construction-, and facilities planning and management. The building scale focus is what is called the utilization and operation stage. (Bon, 1992) More precisely, the alignment between the physical environment and the organisation's work processes and employees (Haynes et al., 2017). Which manifests itself in the workplace.

Since the 1990s, scholars from various disciplinary backgrounds have written extensively on workplace design and management and how this helps or hinders employees (Chan et al., 2007; Horgen et al., 1999; Levin, 2005). People are impacted by their work environment in a variety of ways, research from both field surveys and research have demonstrated (Appel-Meulenbroek et al., 2018). Additionally, mounting evidence suggested that creating an environment where workers are more comfortable and satisfied could improve their commitment to the organisation, task performance, and health (e.g. Gutnick, 2007; Roelofsen, 2002; Visscher & Wifi, 2016; Zakerian et al., 2016).

A workplace strategy is defined by Schriefer (2005) as: “The dynamic alignment of an organisation's work patterns with the work environment to enable peak performance and reduce costs.”. The objective of having a workplace strategy is to increase productivity and efficiency (Schriefer, 2005). According to Haynes et al. (2017), “the alignment of the office environment with the work processes provides greater workplace connectivity and productivity”. Furthermore, he proposes that this can be achieved by finding the best match between the physical environment and the behavioural environment. (Haynes et al., 2017)

Thus, a workplace strategy is the alignment of the workplace and organisational processes to achieve corporate success. It typically entails gathering employee feedback, doing research, and analysing data to improve the efficiency of the organisation's current space.

Since each factor affects the other, an efficient workplace strategy should handle the work environment's social, physical, and technical aspects in addition to the financial considerations (Schriefer, 2005).

- **Social** (Culture, human networks, communities of practice, policies, behaviours, norms, and organizational structure)
- **Physical** (Place and space)
- **Technical** (Tools and infrastructure)
- **Financial** (Revenue and expense)

These aspects of workplace strategies including the goals of the organisation are often discussed in a strategic brief (Haynes et al., 2017). The brief often contains multiple chapters – vision, strategy, design, and the building manual (maintenance and operation). Finding a balance between centrality and flexibility in creating a brief is often a bottleneck for organisations and CRE managers (Haynes et al., 2017).

The process of creating a strategic brief is often left to CRE or the facilities team. Now and then a consultant is hired for input on or performing the briefing. The variety of in-house corporate real estate or facilities teams is considerable. Large teams focus on the entire process of briefing, while small teams might only focus on one part of the process. (Haynes et al., 2017)

2.2.1 THE WORKPLACE STRATEGY DURING COVID-19

The COVID-19 outbreak brought the workplace to a level of unprecedented public attention because it affected everyone who was required to go to a physical location for work. Although there were government regulations and guidelines on workplace adaption and employee working arrangements, organisations still needed to analyse and develop workplace policies, adjust the work environment, and offer management services to adapt to the new way of working (Hou et al., 2021). Companies' prime importance, during the COVID-19 outbreak, was the employees' and customers' safety along with core organisation development (Hou et al., 2021).

Companies whose Organisations do not, or rely less on physical space (e.g., consulting, banking, etc) are allowed a certain degree of flexibility because their employees can work from home. This flexibility means that these companies can easily adjust their organisation strategies in a short period as well as modify their workplace plans (Hou et al., 2021).

HEALTH AND SAFETY

Various health measures were taken by Dutch organisations to ensure that health and safety goals could be achieved. Requesting people work from home was among the first measures implemented in many countries to stop the impending pandemic (Christakis, 2022).

To prevent long-lasting socio-economic consequences by requesting people to work from home, the Dutch government decided to reopen offices partially (Ministerie van Algemene Zaken, 2021). However, considering health and safety in the office a maximum number of people was allowed, wearing a mouth mask was mandatory and following arrows on the floor was enforced.

BUSINESS DEVELOPMENT

Corporations adapted to continue functioning making sure that core operations were done remotely. However, companies repeated what was done before the pandemic by converting existing procedures into remote working contexts. (de Lucas Ancillo et al., 2021)

2.2.2 THE POST-COVID-19 WORKPLACE STRATEGY

Before the pandemic, lowering total costs or costs per employee was the main goal of real estate policy. Post-COVID-19, if an organisation still wants to lower the cost of its real estate, it can just allow its staff to work from home, where many of them are content. A fully remote workforce, however, does not always result in the best productivity, connectivity, diversity and inclusion, creativity, loyalty, or apprenticeship results for some organisations. (Markman, 2021).

The goal of the workplace in the hybrid era and how to strike the correct balance between freedom and flexibility on the one hand, and connection and collaboration on the other, are issues that each organisation gave considerable thought to. Organisations desire to develop work environments and regulations that could aid in luring and keeping talents, such as more environmentally friendly commuting options, amenities to support staff engagement and well-being, and workplace layouts that would promote teamwork and contentment. (Chiarella et al., 2022). In addition, it is argued by O'Rourke (2021) that for many organisations ensuring health and safety and simultaneously driving a high-performance economic recovery is at the top of the priority list (O'Rourke, 2021).

2.2.3 THE FUTURE WORKPLACE STRATEGY?

From the literature, several workplace strategy trends arose – a break with the past, digital strategy, and remote work. The identified strategic categories are crucial for achieving the new workplace, and they also feedback on one another in a way that makes it possible to establish certain patterns of observation about what might be the workplace of the future, which would be entirely different from anything that is currently known.

BREAK WITH THE PAST

Companies should identify the most important processes within their organization for future re-evaluation involving both management and employees. Any organization, regardless of size, should view the present as their best chance to overcome historical inertia and get rid of old poor habits or outmoded ways of doing things. This category suggests that all organisations can imagine future workplaces and new methods of working, either independently or with the aid of outside consulting firms (de Lucas Ancillo et al., 2021).

DIGITAL STRATEGY

This category examines how remote work and workplace change are sparked by the speeding up of digital transformations while highlighting critical gaps in IT infrastructure, workforce planning, and the development of digital skills. The workplace has undergone a complex process that transcends mere transformation. The change process was accelerated to adopt digital enables and implement initiatives that maximize the flexibility of employees. Exploring the opportunities to come out of the pandemic as successfully as possible (de Lucas Ancillo et al., 2021). The effects of COVID-19 make this category crucial in the evolution of workplace strategy because the process of digital transformation is already underway. Companies must deal with a profound transformation, and this opportunity will act as the catalyst and accelerate those changes. As a result, workplaces, Organisations, and employees will all inevitably become more agile and dynamic than ever (Deloitte, 2020).

REMOTE WORKING

A large number of respondents to surveys (e.g., Centraal Planbureau, 2021; Diligent, 2020; PWC, 2020) about the future of the workplace included Organisations with jobs that are not location-dependent believe that their jobs will be more remote than ever:

- (1) 40% of respondents say they'll use remote work in the future.
- (2) 37% anticipate that 25% of their staff will be able to work in a hybrid model.
- (3) 48% of employees prefer remote work compared to 30% before COVID-19.
- (4) 80% of respondents who work from home say they'll keep doing so.

Companies must have a clear understanding of what remote work entails because it can be structured so that employees split their time between the office and their homes on a predetermined schedule or through rotating shifts. Remote work does not necessarily mean that all employees work from home. The new workplaces could be "completely situated," "alternating on site," "on demand on site," "remotely connected," or just "working from any place," depending on the location of the workplace (Figure 2.9). (de Lucas Ancillo et al., 2021)



Figure 2.9 New workplaces (images from storyset.com)

The COVID-19 pandemic overruled our knowledge of workplace design with the induction of a series of new evaluations, and modifications on the ways of working and/or sharing of spaces, practices, and temporalities (Turner & Baker, 2022).

2.3 PLACEMAKING

2.3.1 PLACEMAKING DEFINITIONS

The term "placemaking" became widely used in the middle of the 1990s. Modern planning now refers to both process and purpose thanks to the placemaking approach. The foundation of placemaking is Jane Jacobs' critique of contemporary architecture. According to her, urban planning has destroyed useful urban areas by creating uniform, alienating environments that hinder interpersonal connections (Fingerhut & Alfasi, 2023; Fleming, 2007; Karge, 2018; Lew, 2017). In academic literature, there are three different ways to spell this common idea that has two broad definitions and even more specific explanations - "place making", "place-making", and "placemaking". Moving forward in this thesis "placemaking" is used to refer to all terminology used in literature.

The first broad definition of placemaking that can be found is a process by which a group leaves the values, perceptions, memories, and traditions of that group on a landscape and provides meaning to geographic space (Lew, 2017). These are mostly bottom-up, organic processes whereby places are claimed and shaped through daily, frequently unremarkable, social behaviours (Dyck, 2005; Lems, 2016). The other broad definition is virtually the reverse of an organic strategy and involves a planned, frequently top-down professional design effort to affect people's behaviour and mould their impressions of a location (Aravot, 2002; Lew, 2017).

There is a continuum of placemaking concepts, theories, methodologies, and practices, with top-down planned placemaking and bottom-up organic placemaking as two ends on a continuum. Table 2.2 clarifies the differences between the two different types of placemaking and shows the characteristics of the middle ground.

Table 2.2 The placemaking continuum adapted from (Lew, 2017)

	BOTTOM-UP Organic	MIXED	TOP-DOWN Planned
Driver of change	Individuals, local groups, human agency	Collaborative, NGO's, NPO's	Government, developers, socio-political structure
Symbolism	Local or traditional	Glocalization ¹	Cosmopolitan, modern, or global
Process of change	Organic and incremental	Co-management, co-creation, public participation	Master planned
Transformation	Slow change and path dependent	Moderate change, path divergent	Rapid change, high efficiency, path creation
Semiotics	Sight/site/place involvement, recognition, and orientation, self-constructed and personal narratives	Mixed semiotics and engagement, place naming	Market involvement, brand, or theme oriented, sight sacralization, socially constructed, metanarratives
Sought experience	Novelty, exotic, unique, individual	Interesting	Recreation, leisure, common, mass
Authenticity	Objective authenticity, real, sense of place, vernacular	Constructed authenticity, staged	Inauthentic, contrived, fantasy, placelessness ²

¹ The idea that in globalization local conditions must be considered (Cambridge dictionary, 2022a)

² The standardization of places created by top-down planning and duplication, while missing locally-bound characteristics (Fingerhut & Alfasi, 2023).

Within the continuum of placemaking concepts, theories, and methodologies Fingerhut and Alfasi (2023) identified four types of placemaking that are organized around two axes (Figure 2.10). The horizontal and vertical axes are based on what they found in their research on the initiation of placemaking projects: the motivation and expectations regarding social relationships. The horizontal axis shows the type of goal. The vertical axis maps the motivation. In this case, internal motivation means that there is an initiator from within the community. On the other hand, external motivation refers to projects that are defined and managed by initiators from the outside.

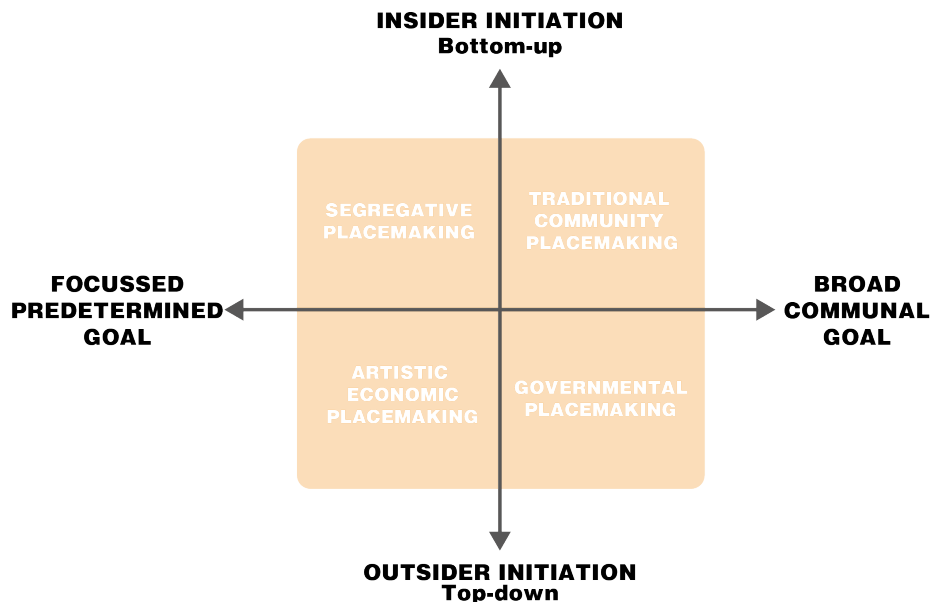


Figure 2. 10 The four quarters created by the goal and intention axes represent four types of community-oriented placemaking (Fingerhut & Alfasi, 2023)

The objectives of **traditional community placemaking** rely on the actors' unreserved cooperation. It depicts a community process that encourages residents to take an active role. To grow the idea via planning and execution, the model relies entirely on cooperation between inhabitants and the initiators. The involvement of the citizens and the passing of responsibility into their hands can be seen as core values. (Fingerhut & Alfasi, 2023)

The **Governmental placemaking** approach alludes to a placemaking procedure spearheaded by an outside entrepreneur looking to improve a current or potential community. The key element is that the public was not actively involved in the project's planning or execution. A link between the initiator and the locals may be made throughout the information-gathering stage, but it will likely be sporadic and superficial. Despite having excellent intentions, the initiator frequently takes independent decisions without consulting the residents. The funder makes a significant donation and uses innovative thinking to develop and enhance the community, but they still want to oversee the entire process and result.

The **artistic-economic** placemaking process described by this paradigm is primarily motivated by two connections between art and money. The organizations in charge of this kind of placemaking include initiators (foundations or donors who use placemaking as a tool for community building) and creators (artists or designers) who are looking to accumulate funds and build a name for themselves in the placemaking industry. Any art project in the public area that is funded by donors and local government raises the question of whether it is appropriate to refer to it as placemaking. Per this strategy, placemaking initiatives are developed top-down and put into action with hardly any public input.

According to the **Segregative Placemaking** approach, Placemaking is utilised to create stronger spatial connections within a community, which either consciously or unconsciously represses a population that is not part of the target group. Whether intentionally or unconsciously, placemaking initiatives can help communities treat the place as their own space for the use and expression of community members. When one community controls public space, it may result in geographic segregation and the exclusion of other populations, communities, or individuals.

Some key points that are evident in comparing the differences between top-down and bottom-up placemaking (Lew, 2017):

- Every place undergoes placemaking because of human interactions with the world they inhabit. Whether on purpose or not, placemaking is the process by which people identify, categorise, and create the places they frequently call home.
- Bottom-up placemaking is frequently equated with neighbourhood projects that develop gradually and are frequently fuelled by individual initiative.
- Top-down placemaking is frequently master-planned, yet even when it isn't, it nevertheless incorporates significant components of modern, global, and professional design and marketing influences. These will, to varied degrees, mirror the political and social standards that exist outside of the local community.
- Most places lie somewhere in the middle of the placemaking continuum. While larger places exhibit top-down placemaking, smaller places tend to be more defined by bottom-up placemaking.

TANGIBLE AND INTANGIBLE PLACEMAKING

Placemaking initially seems to be about physical design. But the numerous design standards that go along with placemaking are there to improve social interaction, human connectivity, and relational capital (Cilliers & Timmermans, 2014; Glover & Johnson, 2014; Lems, 2016; Nettler, 2013; Projects for Public Spaces, 2013a; Richards, 2011). This acknowledges that all types of placemaking reflect both individual and group human values and motivations (J. Pierce et al., 2011). To make places intentionally, one must be conscious of how the planned change will affect society.

Figure 2.11 shows a scale and tools of two aspects of placemaking: tangible and intangible attributes of a place. Some components blend the tangible and the intangible.



Figure 2.11 Tangibility scale and tools of placemaking

2.3.2 PHILOSOPHY OF PLACEMAKING

As definitions of placemaking continue to grow, the core belief of placemaking is roughly the same. Placemaking starts with the scale of the place and the people, aiming to maximise a place's shared value (Projects for Public Spaces, 2013c; Wyckhoff, 2014)

PEOPLE

Sherry Arnstein (1969) has written extensively about control over political and economic processes in the city. Her 8-step ladder of participation has been a common tool for assessing involvement. The ladder ranges from manipulation and therapy (non-participation) via informing, consulting, and placation (tokenism) to partnership, delegated power and citizen control (participation) (Eggertsen Teder, 2019). (Table 2.3)

Table 2.3 Ladder of Arnstein with description and methods used (Own work, based on Arnstein (1969))

CATEGORY	RUNG	DESCRIPTION	USED METHODS
Participation	Citizen / participant control	Degree of power which guarantees that participants or residents can govern a program or institution. In full charge of policy and managerial aspects	A neighborhood corporation with no intermediaries between it and the source of funds is the model.
	Delegated power	Dominant decision-making from citizens over a plan or program	Model city policy boards in which citizens have a great majority
	Partnership	Power is redistributed between citizens and powerholders. Agreed upon shared planning and decision-making	Joint policy boards, planning committees and mechanisms for resolving impasses.
Tokenism	Placation	Some degree of influence in Community Action Agencies	Cross-section in public commission (education, police commission or housing authority)
	Consulting	Share opinions, but no certainty that concerns and ideas are considered	Attitude surveys, neighbourhood meetings, and public hearings
	Informing	One way flow of informing residents of their rights, responsibilities and options with no feedback or power of negotiation	News media, pamphlet, posters, and responses to inquiries
Non-participation	Therapy	The focus is on adjusting the values and attitudes towards the ones of society	"clinical group therapy"
	Manipulation	Signifies the distortion of participation into a PR-vehicle by powerholders	Citizen Advisory committees

In placemaking, one must give up some of their control over the outcome and put their faith in a group's collective knowledge and skills: "Placemaking is not about who is in control; rather, it is about the critical capacity of the placemaking process itself to confirm and interrogate the place-becoming." (Schneekloth & Shibley, 1993). As a result, from the standpoint of an individual, placemaking is not at the top of Arnstein's ladder. All actors involved in the production process—both professional and unprofessional ones—are in a “partnership” when it comes to placemaking (Eggertsen Teder, 2019). A partnership means shared planning and decision-making responsibilities (Arnstein, 1969). In Figure 2.12 the ladder of Arnstein is shown with the position of placemaking on the ladder.

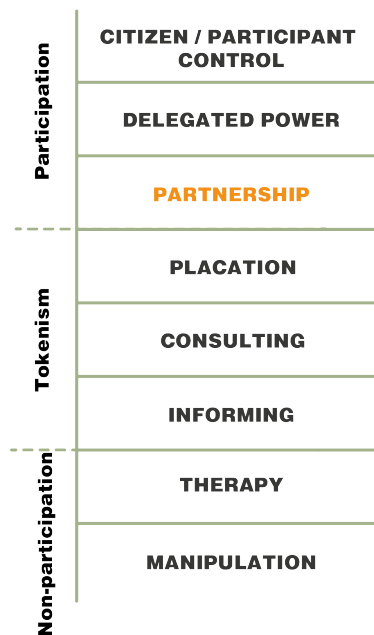


Figure 2.12 Arnstein's ladder of participation (Arnstein, 1969)

Placemaking facilitates empowerment by reinventing and altering the perception of what is possible in places, interactions with others, and knowledge of how people relate to places. First, findings from several research suggest that placemaking, as a bottom-up, collaborative process, could foster a feeling of self as subject, meaning-maker, civic actor, and agent of socio-political change (Brown et al., 2003; Lenzi et al., 2013). Second, by taking part in placemaking activities, we can rethink how we relate to other groups, creating social capital and a sense of community. (Aiello & Baum, 2012; McMillan & Chavis, 1986; Putnam, 2001). Finally, placemaking fosters empowerment by creating the foundation for involvement and the capacity to collectively demand and exercise rights by enhancing a sense of agency and belonging within the context of places (Montero, 2009).

PLACE

Places reflect physical realities: they are large or little, close, or far, and only accessible by automobile or other modes of transportation. They also reflect socioeconomic realities: some areas are populous, wealthy, impoverished, socially homogeneous, or varied. They also represent contentious political realities: as meaning reservoirs, they embody people's identities, attitudes, beliefs, and desires, as well as justify political struggles. Places tell tales about how they emerge, change, and become contested.

Theoretical inquiries into place have described it as being distinct from space (location), the material setting for social relations (locale), and related to the human capacity to produce meaning (sense of place) (Figure 2.13) (Agnew, 2014). Place is produced in large part by cultural and societal knowledge, but place is often referred to as being fundamental to social relations (Aravot, 2002; Cresswell, 2004; Malpas, 1999). The material context of space is given value and distinguished from abstract space by the way a person experiences social interaction (Stout, 2008).

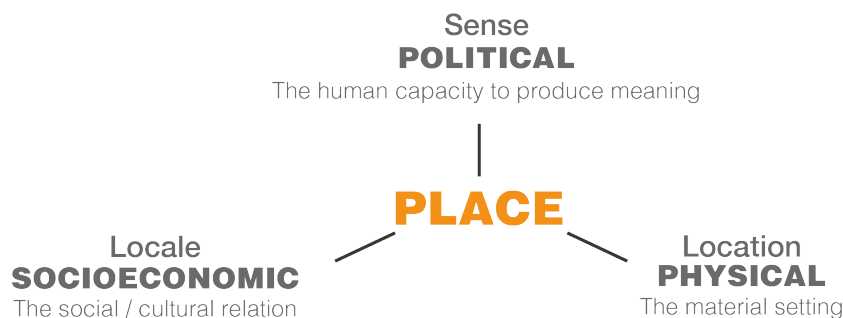


Figure 2.13 Theoretical inquiries of place(adapted from Agnew (2014))

Users assign meaning to a place based on their knowledge of social dynamics and derive meaning from a place based on the producers' objectives. The "experience of place" (Stout, 2008) and the sense of place are influenced by social and cultural elements (genius loci). The physical environment, according to Altman (1993), "is also a medium, milieu, or context in which personal relationships are embedded, and without which they cannot be viable." Personal relationships cannot exist without the physical environment. Furthermore, according to Altman (1993), "humans do not simply 'exist' within a physical environment—we engage with it and gain substantial meaning from it." In agreement with this assertion, Curtis & Rees Jones (1998) described a sense of place as "the meaning, intention, felt value, and significance that individuals or groups ascribe to particular places."

WHAT MAKES A GREAT PLACE?

According to Project for Public Spaces, it is important to understand what makes a great public place. The place diagram is one of the tools that is developed by PPS to assess public places (Figure 2.14). Four key attributes are shared between great public places:

- (1) They have good access and connections to other significant locations nearby. An excellent public area is simple to find, simple to enter, and simple to use. Most of what is happening there can be seen thanks to how it is set up.
- (2) They seem reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating.
- (3) They encourage people to engage in activities. People have a purpose to visit (and go back to) an area if there is something to do there.
- (4) They are social spaces where people desire to gather and return repeatedly. It turns into a place where people may catch up with friends, say hello to their neighbours, and feel at ease talking to total strangers.

WHAT MAKES A GREAT PLACE?

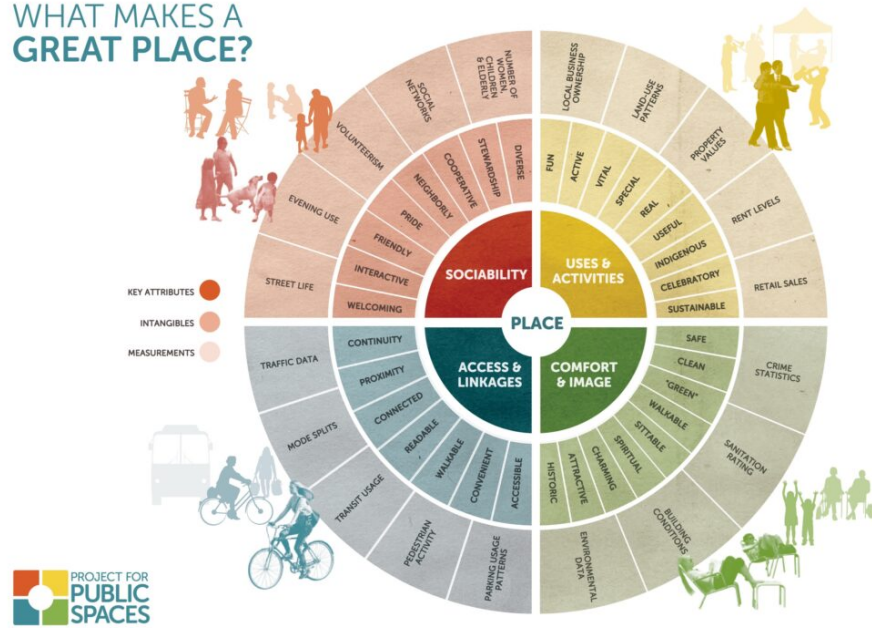


Figure 2.14 Place diagram created by Projects for Public Spaces (enlarged image in appendix A) (Projects for Public Spaces, 2013c)

2.3.3 PLACEMAKING PROCESS

Placemaking is both a process and a philosophy. It is focused on observing, hearing from, and questioning those who use a specific area to live, work, and play to comprehend their needs and goals for that space and their community. Building a strategy for implementation requires collaboration with the community to develop a vision around the locations they value for everyday life and communal life. (Projects for Public Spaces, 2017). It is important to mention that this process can be used in existing spaces or when planning a new space. Every situation is different; therefore, the steps are not always in the same order. Projects for Public Spaces (2017) created five different steps to get people more involved in observing, planning, and shaping a place (Figure 2.15).

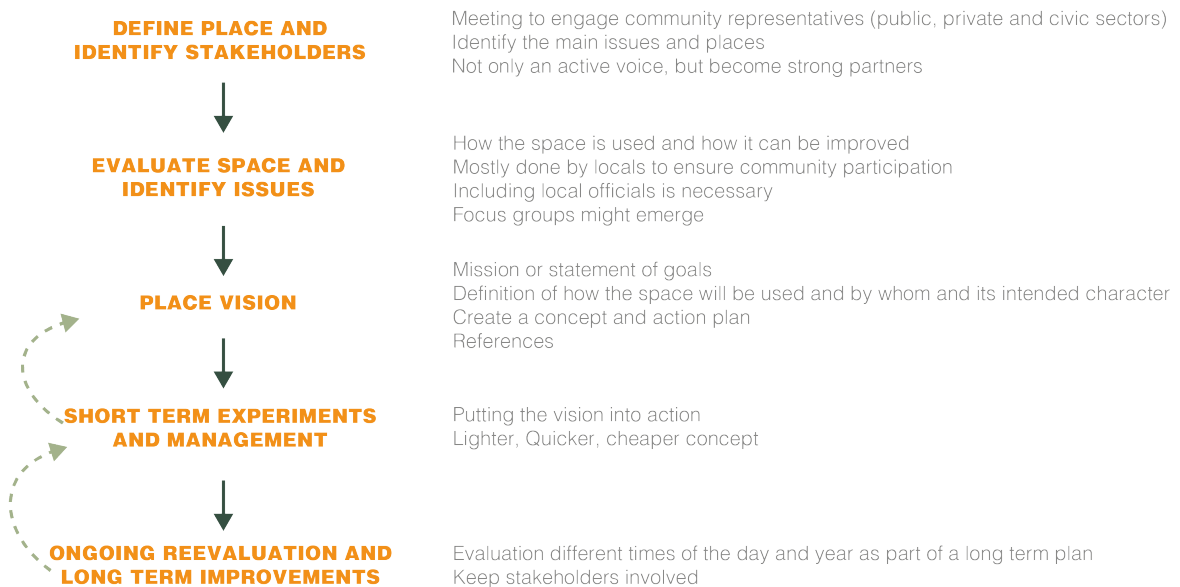


Figure 2.15 Place Led, Community-Based process (Projects for Public Spaces, 2013c)

2.3.4 PRINCIPLES OF PLACEMAKING

Effective spaces are difficult to accomplish because their complexity is rarely understood. Eleven principles are identified by Project for Public Spaces (PPS) when creating public spaces and outline the broad goals of placemaking (Figure 2.16). The PPS process principles can be viewed as guidelines for putting placemaking theory into practice. The different principles are explained in the section below.

UNDERLYING IDEAS

- 1 **The community is the expert**
- 2 **Create a place, not a design**
- 3 **Look for partners**
- 4 They always say it cannot be done

PLANNING & OUTREACH TECHNIQUES

- 5 **Have a vision**
- 6 **You can see a lot by observing**

TRANSLATING IDEAS INTO ACTION

- 7 **Form supports function**
- 8 **Experiment: lighter quicker cheaper**
- 9 Triangulate

IMPLEMENTATION

- 10 Money is not the issue
- 11 **You are never finished**

Figure 2.16 Titles of the 11 principles of placemaking (Projects for Public Spaces, 2013b)

THE COMMUNITY IS THE EXPERT

Identifying the abilities and assets of a community is a crucial first step in establishing the concept for any location. Obtaining this information from the outset of the process will aid in fostering a sense of community ownership over the project, which will be of tremendous benefit to both the project sponsor and the community.

CREATE A PLACE, NOT A DESIGN

A design won't be sufficient if you aim to create a place. The objective is to provide a location with a strong feeling of community, a welcoming atmosphere, a setting, activities and uses that add up to more than the sum of their frequently straightforward parts.

LOOK FOR PARTNERS

The future success and reputation of a project to enhance a place depend heavily on its partners. They are crucial in helping and starting a project.

THEY ALWAYS SAY IT CANNOT BE DONE

Because no one in the public or private sector has the duty or responsibility to "make places," creating decent public spaces always entails running into roadblocks. Beginning with modest community-nurturing enhancements can show the value of "places" and assist in overcoming challenges.

HAVE A VISION

Every community must contribute to the vision. Yet, a vision for any public space must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing, and a belief that it should be a significant location where people want to be.

YOU CAN SEE A LOT BY JUST OBSERVING

The accomplishments and misfortunes of others can teach us a lot. It is feasible to determine what makes a space work or not work by observing how people use (or do not use) it and learning what they like and dislike about it. After the spaces are created, ongoing observation will reveal even more about how to maintain and manage them as they change over time.

FROM SUPPORTS FUNCTION

The concept for the space is created with the help of the community's input and that of possible partners, as well as knowledge of how previous spaces operate, experimentation, and overcoming challenges and sceptics. Even while the design is crucial, these other components help you determine what "shape" you will need to achieve the space's long-term goals.

EXPERIMENT: LIGHTER CHEAPER QUICKER

You can't expect to handle public spaces perfectly at first due to their intricacy. The greatest environments test out immediate changes that can be evaluated and improved upon over many years! Improvements that can be made quickly include things like seats, outdoor cafes, public art, striped crosswalks and pedestrian refuges, community gardens, and murals.

TRIANGULATE

"Triangulation is the process by which some external stimulus provides a linkage between people and prompts strangers to talk to each other as though they were not." (Whyte, 2010). The triangulation process can be triggered in a public setting by the selection and placement of several components about one another (or not). For instance, if a bench, a trash can, and a phone are positioned apart from one another, they might only be used sporadically; yet, if they are placed together with other amenities like a coffee cart, they will inevitably draw people together (or triangulate!).

MONEY IS NOT THE ISSUE

There are various ways that this statement is true. For instance, once the public places' fundamental infrastructure has been installed, adding the necessary components (such as vendors, cafes, flowers, and seating) won't be expensive. However, expenditures may be decreased if the community and other partners participate in programming and other activities. More importantly, by doing these actions, people will be so enthusiastic about the project that the cost will be regarded much more broadly and will therefore appear insignificant in comparison to the advantages.

YOU ARE NEVER FINISHED

Good public spaces that address the demands, preferences, and ongoing alterations of the community demand attention by nature. In an urban setting, amenities degrade, need to alter, and other things take place. Great public places, great cities, and great towns are created by being flexible in administration and sensitive to the need for change.

The eleven principles of placemaking refer to the public realm. Nonetheless, as mentioned before the characteristics of placemaking are largely the same. Therefore, most principles can be adopted. However, not all principles apply to the workplace. Therefore, for the remainder of this study, two principles will not be used. These are:

- **Triangulate** – This principle does not apply for the remainder of this study because this principle is based on the behavioural effect after a certain function is added or removed. To some extent this can be measurable with observations, however, that is not the extent of this research.
- **Money is not the issue** – This principle cannot be applied to this research because there is a budget to renovate, restructure or built an office and provide workplace advice. Furthermore, the budget is not the extent of this research.
- **They always say it cannot be done** – This concept does not belong in the scope of the research since a housing trajectory would take too long if this were considered.

2.3.5 PLACEMAKING IN THE CONTEXT OF THIS RESEARCH

Placemaking is often about urban development, cities and/or public places. However, placemaking is also interpreted as an inclusive and enabling practice that can create a way to sustain a place over time with the full cooperation of residents, facility managers, institutional leadership, community groups, and other groups affected by the place by their aspirations and requirements (Schneekloth & Shibley, 1993). This means that placemaking does not only apply to urban practices but also to every other place. This takes placemaking into a broader perspective.

Therefore, in this research placemaking is viewed as a philosophy and a method that encourages people to collectively rethink and reinvent the spaces at the centre of every community, and in this case, organisation. It refers to a collaborative process by which people may shape places to maximise shared value. It is about enhancing the connection between people and the places they share. Placemaking encourages innovative usage patterns while considering the distinct physical, cultural, and social identities that characterise a location and promote its continued development. At dispute are the value of the creative process itself and non-hierarchical alliances that transcend the expert culture.

For this research three different placemaking concepts have been described in theory to be able to operationalize this research these are mentioned below.

- **Placemaking as a tool:** the eleven principles of placemaking are the base of placemaking as a tool. Only 8 of the 11 principles can be applied to workplace trajectories.
- **Placemaking as a process:** the different steps of the placemaking process are described in the previous section 2.4.2.
- **Placemaking as a philosophy:** the project is people and space driven. With people driven is meant that a partnership is formed. With place driven is meant that the identity (e.g., history) of the space is used to create a place.

The three different placemaking concepts and their characteristics share a lot of commonalities. All the characteristics of the tool, process, and philosophy are clustered by their main message. For example, “the community is the expert”, “look for partners”, “identify stakeholders” and “people driven” are clustered because their main identity or description is about people. Figure 2.17 shows this clustering in a diagram. The identities or descriptions by which the characteristics are clustered are explained below.

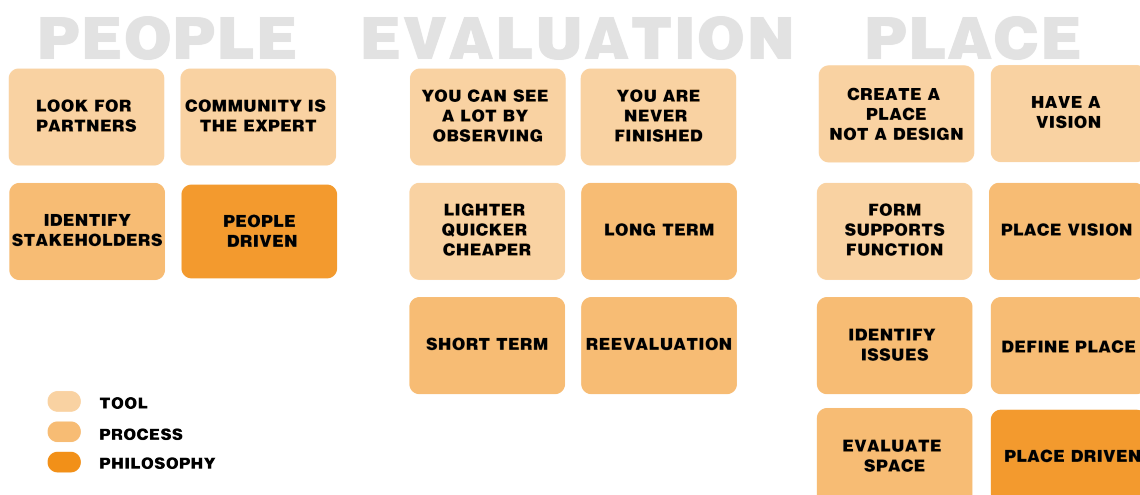


Figure 2.17 The clustering of characteristics (Own work)

The first theme is people. This theme represents the idea that placemaking is a bottom-up process in which stakeholders create a partnership and that placemaking is a tool for empowerment. The main concept for this theme is the importance of the end-user since the main principle is about their involvement and their ability to make decisions, and their sharing knowledge, ideas, and needs. The goal for involving the community is therefore twofold: 1. Gain knowledge from their knowledge and 2. Create a sense of community. This could be referred to as *community is the expert* and *people driven*. Moreover, in placemaking *stakeholders* are important. They are often there to guide the end-users in their decision-making or are a sponsor of the development.

The second theme is evaluation. This theme represents the insertion that placemaking is an ongoing process of evaluation and short- and long-term management. The characteristic *you are never finished*, and *re-evaluation* are used to describe that placemaking is an ongoing process. They specify that after the design is finished the process is not finished. *Short-term* and *lighter quicker cheaper* describe small interventions and short-term management that could test theories or temporary placement of elements. This is important in Placemaking because it could maintain the viability of the long-term plan. Another key trait of this theme is that it is important to keep *observing*. Whether it is the place itself, to evaluate if the place works the way it is intended or whether it is other places, to observe how they are working and what works for that specific place.

The third theme is place. From a placemaking perspective “place” is the physical, political, and socioeconomic reality. It is first important that a place is defined. This could be taken literally for example the boundaries of the place, but also metaphorically for example the sense of place. The characteristics *create a place* and *not a design* describe that a place is not only a physical reality. A place must be provided that has a strong feeling of community and a sense of place. Even while a design is crucial in creating a place, these other components help shape the place. To support this sense of place it is important to create *a clear vision*. A vision should create an understanding of the objectives and goals for the place and should also include that the place should be a place where people want to be. The place and people theme cannot exist without one another.



Figure 2.18 Categories of placemaking created for a more unambiguous meaning of placemaking (own work)

As mentioned in the previous sections, characteristics with similar definitions or descriptions have been grouped by theme - People, Evaluation, and Place. As a result, the characteristics per theme have similarities. The characteristics are still abstract concepts that need to be transformed into measurable observations. By operationalising the research, it is possible to systematically collect data on processes and phenomena that aren't directly observable. To ensure that data can be systematically collected, variables have been created that match the stated characteristics (Figure 2.19). The variables have been created based on the literature that is found. Many more variables can be created. However, given the scope and the time for this research, the variables have been limited to the ones that are shown in Figure 2.19 on the next page.

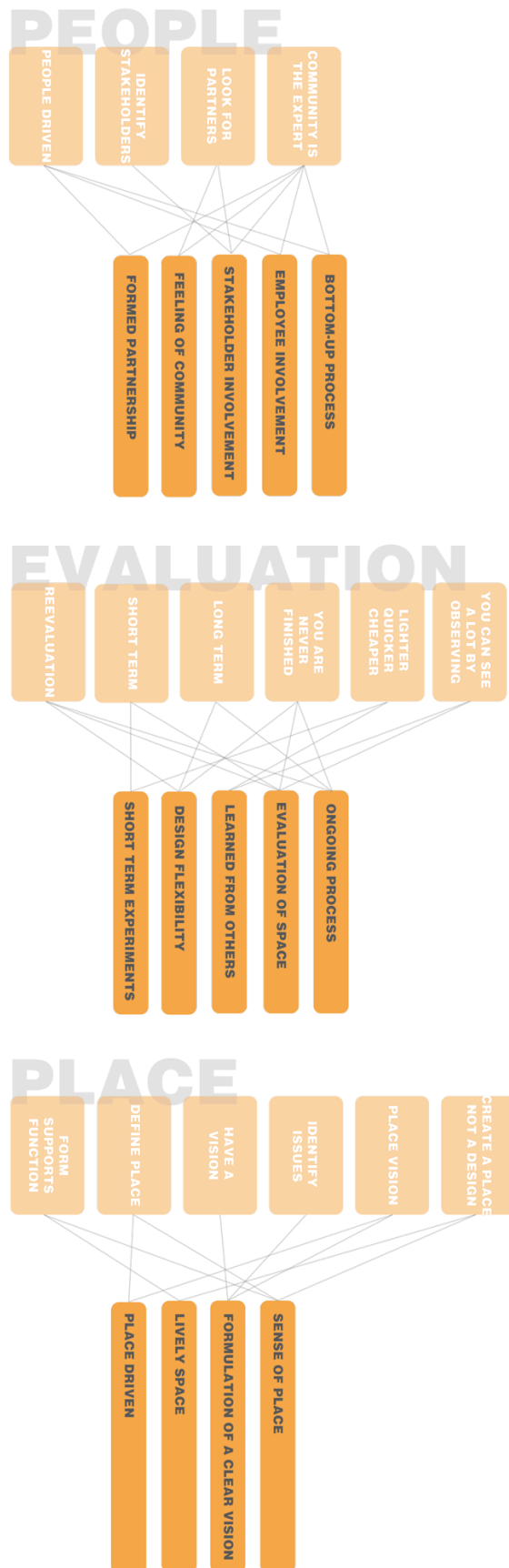


Figure 2.19 Configuration of characteristics of placemaking and their supporting variables (Own work)

The variables are the properties that the characteristics of placemaking possess. Indicators have been created to measure or quantify the variables. Figure 2.20 shows the elaborated version of the variables and their indicators of the people theme. The indicators for the evaluation and place themes can be found in Appendix D - Operationalisation table.

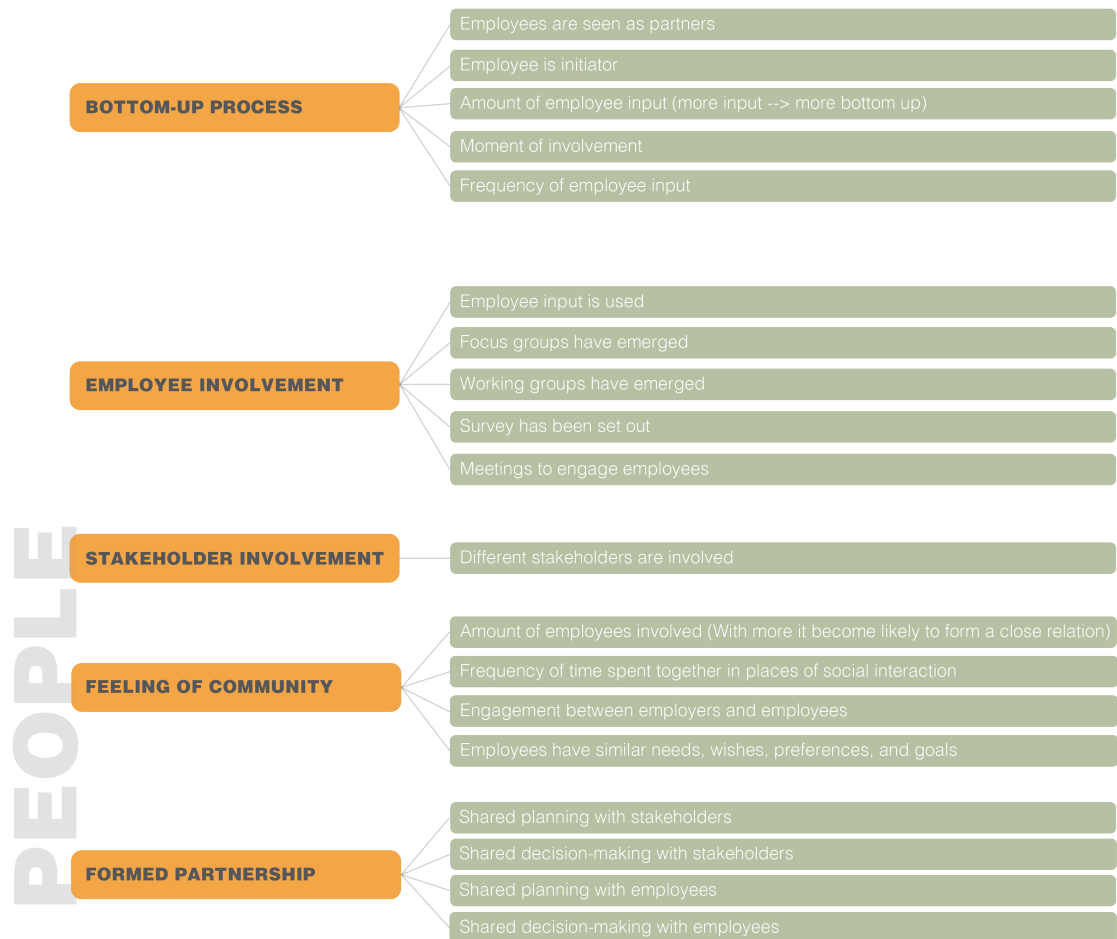


Figure 2.20 The detailed version of the variables and its indicators of the people theme (own work)

CONNECTING PLACEMAKING TO CORPORATE REAL ESTATE MANAGEMENT

This research aims to find if and how placemaking is used in workplace strategies and how we can use it as a tool for future workplaces. First, it is important to place Corporate Real Estate Management in the spectrum of placemaking from a theoretical perspective.

Upon examination of Lew's (2017) placemaking continuum, it can be ascertained that most of the attributes associated with Corporate Real Estate Management align with the classification of top-down planned placemaking. Frequently, the process is strategically orchestrated through comprehensive planning, initiated from the organisation, and involving market involvement. As delineated in academic papers, the concepts of placemaking and CREM share a common emphasis on prioritising the needs and wishes of people utilising a place, with a particular emphasis on optimising user experience. Moreover, the objective is to establish a sense of community among the users. The positioning of CREM is ultimately situated amidst mixed and top-down placemaking approaches. (Figure 2.22)



Figure 2.21 Position of Corporate Real Estate Management on the spectrum of bottom-up and top-down placemaking (own work)

Within the continuum of placemaking concepts, theories, and methodologies Fingerhut and Alfasi (2023) identified four types of placemaking that are organized around two axes: the motivation and expectations regarding social relationships. The focus of this research is on the building scale of Corporate Real Estate Management in which the workplace strategy plays a key role.

The goal of the workplace strategy is twofold. The first goal is to meet organisational objectives such as cost reduction (Schriefer, 2005). This is often a predetermined goal of the organisation. The second goal is to support workplace processes (e.g., collaboration, connectivity, productivity) (Haynes et al., 2017). This goal is both predetermined and communal.

An organisation often sets goals for the workplace processes described in the workplace strategy, but it becomes a communal goal when organisations involve employees in determining the translation of the strategy into a concept. Figure 2.23 shows where on the axes the two goals of workplace strategies can be placed.

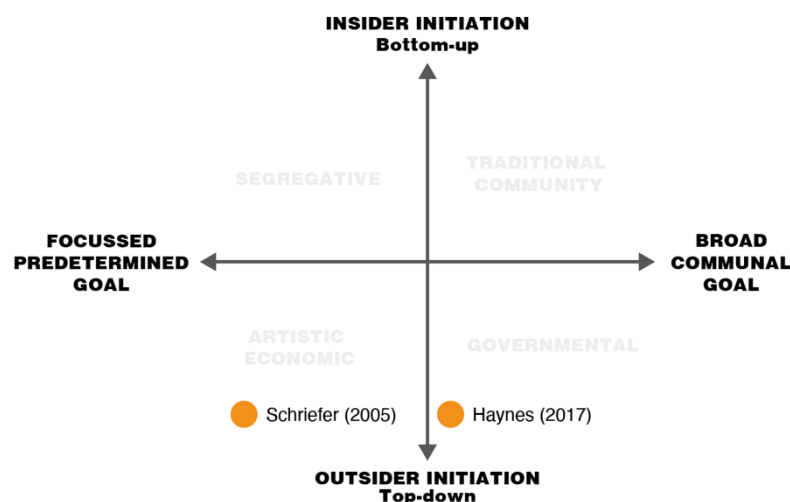


Figure 2.22 The placement of the two goals of workplace strategies on the axes of Fingerhut & Alfasi (2023) (Own work)

Eggersten and Teder (2019) argue that a project can be called placemaking is contingent upon the degree of participation. They used the ladder of Arnstein (1969) to determine that all stakeholders need to be in a “partnership” to ascertain it is placemaking. The methods delineated in Arnstein’s participation ladder, as described in table 2.3 in section 2.3.2, can be observed in Corporate Real Estate Management e.g., surveys, focus groups, and working groups. The positioning of Corporate Real Estate Management, with a specific focus on building-level management, can be situated within the spectrum that ranges from “consultation” to “placation” (Figure 2.24).

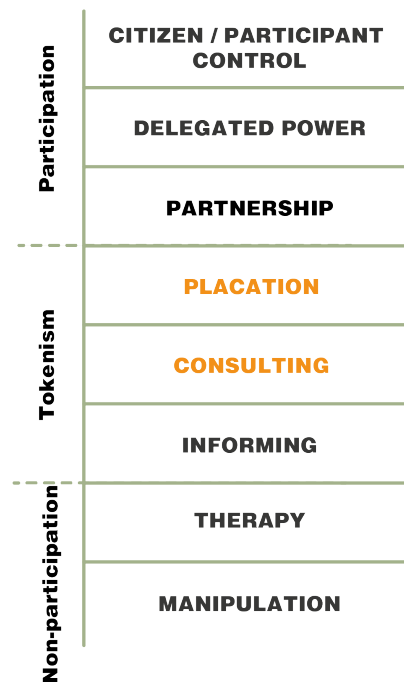


Figure 2.23 The position of Corporate Real Estate Management on Arnstein's ladder of participation (Own work)

As companies strive to retain top talent, while looking for ways to encourage employees to come back to the office and meet their needs and wishes for the workplace they need to create a different type of environment. There are not many organisations that use Placemaking in the context of their workplace. The organisations that do, often translate placemaking into physical realities (Felton, 2019; Gallagher, 2023; Gupta, 2020; Hopper, n.d.; JLL, 2018; Miller, n.d.; Palumbo, 2021; K. Pierce, 2016; Salustri, 2017; Shanesy, 2020, 2022; Sieder, n.d.; tom, 2018; Troy, 2022; Vecchione, 2014).

The question arises how can public placemaking be aligned with private office space. Three different themes have been developed to create a better sense of placemaking – people, evaluation, and place. These three themes will be used to imagine from a theoretical perspective how placemaking can be used in private office space.

PEOPLE

From the perspective of Corporate Real Estate Management, it appears that employees are significant in creating a workplace. They are an organisation’s most valuable asset, and they constitute the core of an organisation. Focus groups, working groups, surveys, etc are used to engage employees in creating a workplace of the future. However, Arnstein (1969) states that “inviting citizens’ opinions like informing them, can be a legitimate step towards their full participation. But if consulting them is not combined with other modes of participation, this rung of the ladder is still a sham since it offers no assurance that citizen concerns and ideas will be considered.”

The people theme of placemaking is the one where the community is asked to shape a place. This bottom-up process is used to empower residents, in collaboration with other stakeholders, to collectively reimagine the space. Placemaking enhances this insertion by putting people and their social structures at the centre of their work. To support this theme in the context of the office, two different scales can be created. One scale is the scale of the workplace itself (internal) and the other scale is the scale outside the workplace (external). For the internal as well as for the external scale it can be postulated that communities are developed. Form and function, which are the traditional ways to create buildings, are not the insertion of placemaking. Instead, it starts with the culture and identity of the people who use a space. These communities would consist of employees of the organisation.

External communities focus on the role of the organisation or building in the urban area. From a real estate perspective, the office building can add value to the surrounding community. The allocation of amenities to improve the building could benefit the local community as well. The developments of the organisation could also yield to the local community through job training, engagement in local recruitment, collaboration with local small businesses, endorsing youth programs, conducting community events, and other related activities. Moreover, a hub could be created with surrounding businesses and public spaces. The hubs would be designed to bring employees together through shared experiences integrated with daily work practices such as eating or exercising. The hub could also be used to explore the neighbourhood.

Simultaneously, internal communities could focus on the experience of the workplace and prepare employees for potential changes. The communities are centred around observing, listening to, and asking questions to the people who comprise the workforce. The aim is to gain a comprehensive understanding of their needs and aspirations for the office as well as for the office community. The internal community has the potential to foster a collective perspective around the places deemed significant to the office work culture and daily routines. This could potentially serve as a crucial factory in devising an implementation plan. Moreover, obtaining this information from employees will aid in fostering a sense of community and ownership.

Creating and supporting a community is important in the realm of placemaking theory. However, as per Arnstein's (1969) assertion, consultation and placation are a step in the right direction, but they should be combined with other modes of participation (Arnstein, 1969). At the partnership rung of the ladder, power is redistributed through negotiation between citizens and those who hold a position of power. In organisations, citizens could be referred to as employees and powerholders as managers, partners, or other decision-makers. It is plausible for employees and powerholders to reach a consensus on the sharing of planning and decision-making responsibilities via the implementation of joint policy boards, planning committees, and impasse resolution mechanisms.

Both the internal and external committees ought to possess the power to initiate independent plans, participate in joint planning and evaluate plans that are instigated. Additionally, it is recommended that they possess the authority to exercise veto power, whereby no proposals may be submitted until they undergo thorough review, and any divergent viewpoints are effectively negotiated. The committees should be allowed to attend meetings of those in a position of power.

In the realm of Corporate Real Estate Management, it is imperative to reach a consensus on some subjects. Thus, it is recommended that a designated authority or authority, such as a steering committee, housing committee, or facility management, be entrusted with the ultimate decision-making power.

EVALUATION

The Evaluation theme of placemaking translates itself into the observation of spaces, it being an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. In Corporate Real Estate Management data is analysed to gauge how the current office is performing and eventually improve the efficiency of the office. Data is obtained through observations of the office (e.g., counting desks and occupancy) and organisation-wide surveys. Another way to gain inspiration and data is to examine reference projects.

The lighter, quicker, cheaper experiment of placemaking allows for little improvements that can be made quickly such as seating, outdoor cafes, public art, striped crosswalks, nature etc. It is a way to test theories and projects with direct community involvement. They are often temporary inexpensive alterations that take place while more long-term projects grind through the development pipeline. The process of making a new workplace strategy and workspace could be called a long-term project. Some options for the lighter, quicker cheaper experiment in Corporate Real Estate could be adding temporary art or greenery. Testing theories could be established by involving the communities in testing furniture or testing workstyles such as flexible working.

As mentioned before, placemaking is an ongoing process of evaluation, creation, design, and change. Currently, in corporate real estate, after the workplace strategy and design are finished the ideation process stops. However, it is evident that the workplace is subject to change. Therefore, just like in placemaking, it could become important to keep evaluating the workplace at different times of the day and year as a part of a long-term plan. Organisations can continue to re-invent the office and pursue longer-term improvements by removing physical barriers, changing how spaces are used, or building new structures for programming or storage. Specific problems that need to be addressed, can be resolved with the help of additional experts, consultants, and partners. Keeping stakeholders involved can make or break the long-term viability of a project. (Projects for Public Spaces, 2017)

All in all, one of the most important aspects of the placemaking process is making sure that the vision for the place always reflects the objectives of the community. Changing the management plan as things change also makes sure that the area will be loved and used for a long time. (Projects for Public Spaces, 2017)

PLACE

Before a strategy for a public place can be created the place should be defined and evaluated. In placemaking, the boundary of the place is important because it can be big, small, or even scattered. For the office, the boundaries are often predetermined by the structure of the building. To identify the issues in a public place locals or participants of the placemaking process participate in taking stock of how a space is used, and how it can be improved. A workshop is mounted to make use of stakeholders' knowledge, intuition, common sense, and input. In CREM, issues are identified, and data is collected on the efficiency of the office based on observations and organisation-wide surveys. However, as mentioned in the section "People", a community could be set up to support bottom-up input and will create a sense of community and ownership.

The workplace strategy reflects the vision and objectives of the organisation, but also the vision for the workplace. The workplace strategy is discussed in a strategic brief. Every organisation has a different strategy, depending on their goals. From a placemaking perspective, having a vision for a place must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing and a belief that it should be a significant location people want to be. Projects for Public Spaces identified four cornerstones of great public places – access and linkage, sociability, uses and activities, and comfort and image. These four cornerstones can be used to align placemaking and the private office space. Offices should become a place centred around specific aspects of work such as collaboration, community, and ideation. The indoor as well as the outdoor space can be used to extent the placemaking concepts.

Access and linkage

“Access and linkage” in placemaking is about connections to other locations nearby. A great public place is simple to find, simple to enter and simple to use. In Corporate Real Estate the location of an office is very important (Schriefer, 2005). Organisations are making location decisions based on several factors. One of these factors is the distance to public transport. Employees have various alternatives to driving to work, including public transportation, bicycles, and ride-sharing services. Therefore, the distance to these transportation services can have a significant impact for the organisation. However, the accessibility of the office by car remains important too. The office could have an important role in the neighbourhood itself.

Moreover, access and linkage is also very important for the in-office space. The significance of wayfinding and the way people assimilate information in the context of urban planning has been researched extensively by Kevin Lynch. In 1960 he published “Image of the city” in which he argued that people construct mental maps of their surroundings by relying on elements such as boundaries and edges. These provide reference points and ways for people to connect to an urban environment. For the office environment, this way of thinking could be used to create workspaces with intuitive paths, landmarks, and nodes. Some examples could be creating a path or a journey in the office, encouraging unplanned encounters by arranging workplaces a certain way, scattering meeting rooms to enhance access, etc.

Uses and activities

The third cornerstone is uses and activities. According to this cornerstone, public places should engage people in activities. People have a purpose to visit (and go back to) an area if there is something to do there. People gravitate towards cities that are dynamic. Corporate Real Estate could offer a similar level of variety for their employees. Offices nowadays are characterised by multifunctionality – different types of meeting rooms and workplaces. A multifunctional space supports activities of employees, strengthens the connection with colleagues, and helps fulfil their specific purpose. Every organisation is different and therefore there is no one size fits all solution.

However, there is a whole other bandwidth of things that are not desks, chairs, and other office elements. Placemaking can be increased via the inclusion of more amenities, such as lounges, cafeterias, health, and wellness centres. The workplace could tap into how to be a communal space that brings benefit to the community, which is made up of employees. Common areas could create a sense of community and connection for employees.

It seems that organisations organize their office layouts around a loose imitation of a neighbourhood. Teams are grouped together and have specific design elements in their spaces. They are located around office “landmarks” such as art, amenities, or unique conference rooms. Neighbourhood-based seating plans with a variety of work settings could be a start of successful community design, however, how people navigate an environment can have a major impact on how they connect to it and whether they feel part of an organisation.

Comfort and image

Comfort and image cover that a public space needs to be reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating. Organisations try to create a workplace that is comfortable for everyone with for example adjustable standing desks, mounted monitors, ergonomic standing pads, etc. In the Netherlands, there is a law that constitutes that all employees should be able to work in a safe and healthy way. This law is called the Arbowet. This law requires Dutch organisations to adhere to certain working environment standards (Werkgelegenheid, 2014). To emphasize this law, since it is a minimal standard, varieties of seating options and amenities could be created to make a welcoming place and a place to work or collaborate.

Sociability

The last cornerstone is sociability. This cornerstone represents the idea that places are social spaces where people desire to gather and return. It is a place where people may be catching up with several different people and even talk with strangers. After the pandemic social connections are what most employees drove to go back to the office. The physical workplace is the place where connections are made, a community can be formed, and where creativity is sparked. Returning to the office isn't a return to work anymore, it's a return to people.

Furthermore, organisations are subject to (corporate) culture which could be expressed in the physical office. It is important to be careful because the presence of cultural artefacts does not mean a culture is created. It is important to understand how the organisation and its employees work, what their goals are, and how their business practices work. It is important to create a place not a design.

CONCLUSION

It can be concluded that the pandemic completely altered the configuration of the workplace and its spaces. Even though hybrid working has gained popularity since the 1980s, most employees have never worked remotely or in a hybrid setting. The pandemic presented organisations and employees with an opportunity to investigate the feasibility of remote work. In response, organisations are conceptualising new types of work necessitated by pandemic conditions. Even though many organisations acknowledge that the future will be hybrid, the specifics remain unclear.

What the future workplace should look like is yet unknown. Several patterns have been observed that appear to be significant principles to consider while designing the workplace of the future. The future office trends eventually affect certain spatial characteristics mentioned in section 2.1. Figure 2.21 shows which trends influence spatial characteristics. In addition, it should be noted that arranging work around the building is no longer the top priority, as the focus has shifted to the employee.

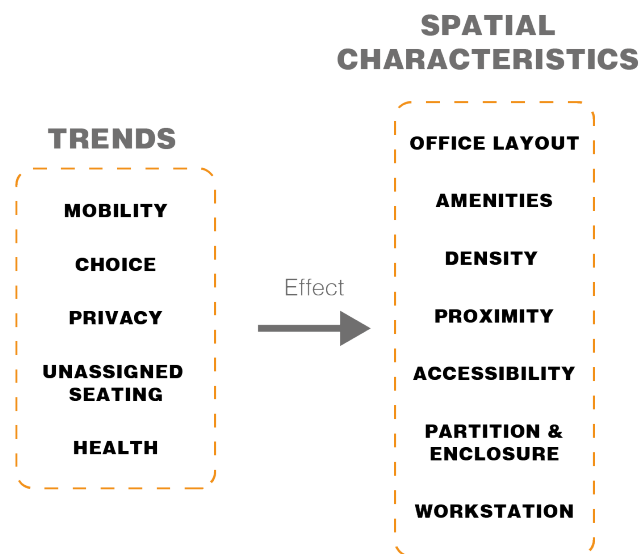


Figure 2.24 Trends that affect spatial characteristics (own work)

Workplace strategy is a process of designing and planning the physical workspace and the systems and processes that support it, to create a more effective and efficient work environment. It involves considering the needs of the organization and the employees and seeking to create a workspace that is conducive to productivity, collaboration, and innovation. From literature, several future workplace strategy trends arose – break with the past, digital strategy, and remote work. The identified strategic categories are crucial for achieving the new workplace, and they also feedback on one another in a way that makes it possible to establish certain patterns of observation about what might be the workplace of the future, which would be entirely different from anything that is currently known.

PLACEMAKING

It can be concluded that there is a continuum of placemaking concepts, theories, methodologies, and practices, with top-down planned placemaking and bottom-up organic placemaking as two ends on a continuum. Placemaking is a collaborative enabling tool for experts and end-users that helps shape place to maximize shared value. It involves considering the needs and desires of the community and seeking to create spaces that reflect the culture and sense of place. Additionally, placemaking can be a tool for empowerment by creating the foundation for involvement. From both urbanism and workplace strategy perspectives, It is important to consider which tools should be used and for what objective.

Placemaking and workplace strategies share some similarities in their approach to designing and managing physical spaces. Both aim to create environments that are conducive to productivity, collaboration, and well-being. Below are some similarities between the two:

- **User-centred design:** Placemaking and workplace strategies both prioritize the needs and preferences of the people who use the space. In both cases, the design and management of the space are guided by an understanding of how people interact with the environment.
- **Flexibility:** Both placemaking and workplace strategies value flexibility and adaptability. They recognize that the needs of users may change over time and that the space needs to be able to accommodate these changes.
- **Community-building:** Both placemaking and workplace strategies aim to build a sense of community among users. They recognize that social connections are important for well-being and productivity, and they seek to create spaces that foster interaction and collaboration.
- **Focus on experience:** Both placemaking and workplace strategies prioritize the user experience. They seek to create spaces that are engaging, enjoyable, and supportive of the activities that take place within them.

However, there are also some key differences between the two approaches:

- **Audience:** Placemaking focuses on creating places that are accessible and appealing to a wide range of people, including residents, visitors, and workers. Workplace strategies, on the other hand, focus specifically on creating spaces that are optimized for the needs of employees.
- **Purpose:** Placemaking seeks to create places that are dynamic and engaging, and that foster a sense of community and connection. Workplace strategies, on the other hand, focus on creating spaces that are optimized for specific work activities, such as collaboration, concentration, or innovation.
- **Scale:** Placemaking can encompass large areas, such as a city or neighbourhood, and may involve a range of physical and social interventions. Workplace strategies, on the other hand, are usually focused on individual buildings or spaces within buildings.
- **Governance:** Placemaking often involves collaboration among a range of stakeholders, including government agencies, community groups, and private developers. Workplace strategies are typically developed and implemented by a single organization, such as an employer or building owner.

SUMMARY OF LITERATURE REVIEW

Figure 2.25 shows the relations and suspected relations between the different concepts.

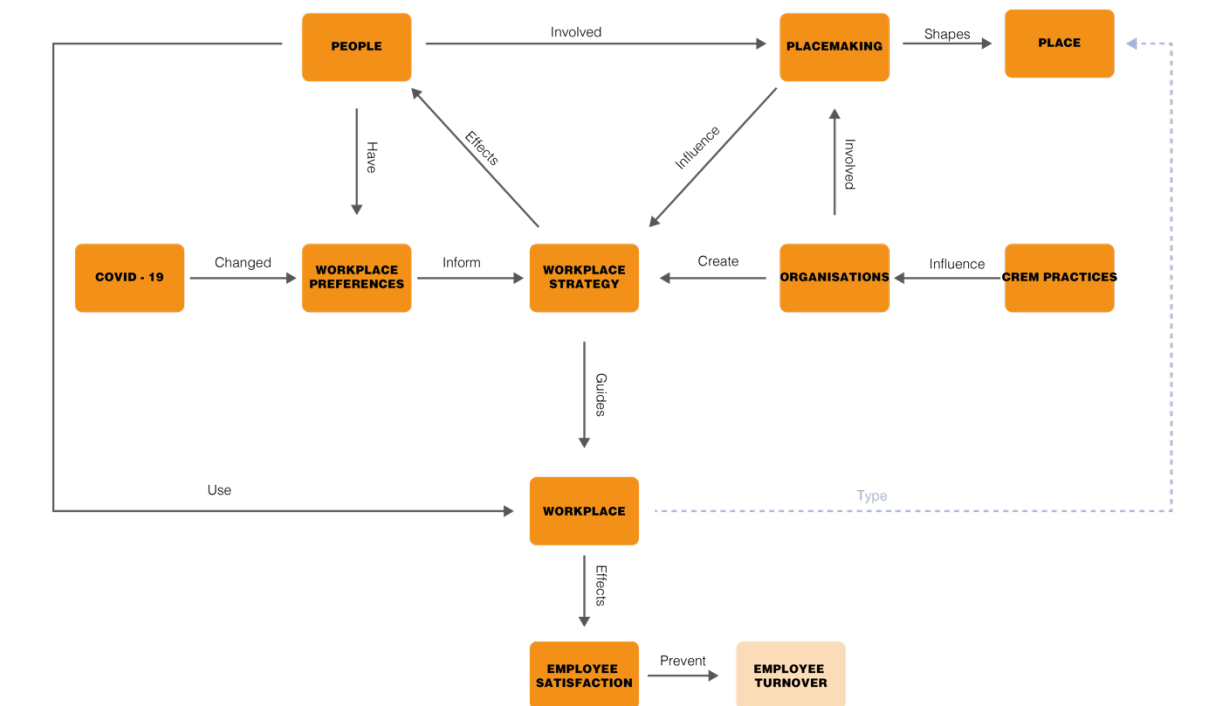


Figure 2.25 Summary of literature review

PART 3

METHOD

3. METHOD

A literature study is conducted to provide background to the study and get a better understanding of the importance of this research. Second, an empirical study will add to the body of knowledge to eventually answer the main research question.

In Figure 3.1 below, the research framework is found. It shows the different methods that are used to answer all (sub) research questions. Different sections are identified to create a clear overview of how the main research question will be answered.

The literature review ensured that background information is gathered to build a strong foundation for the research and to ensure that the reader and researcher are both aware of the complexities of the topic areas. The knowledge vacuum that this research can address, as mentioned in the previous section on scientific relevance, is shown by the body of existing literature on the primary research issue. The problematization and literature review phases are not wholly independent because one always guides and informs the other.

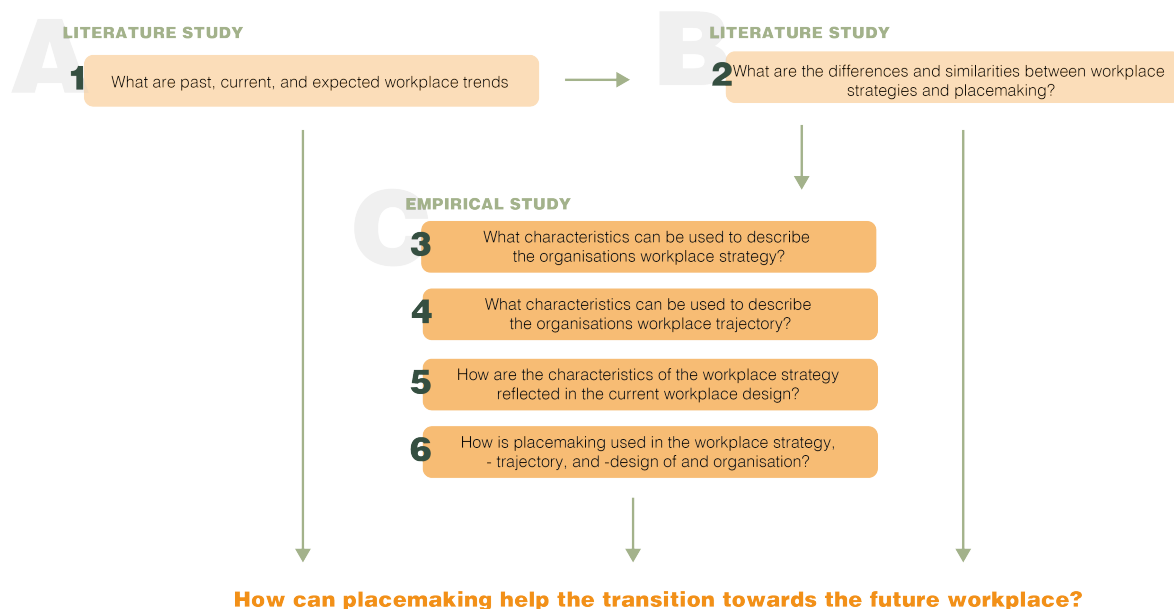


Figure 3.1 Research framework (own work)

A graduate research position in a real estate organisation that might provide the study with workplace advice projects, was pursued to gain access to and knowledge on different cases. Following preliminary talks with various companies, an agreement with Dev_ real estate was reached for the following reasons:

Areas of expertise for Dev_ real estate include amongst others:

- Project management – future workplace concept
- Workplace consulting – workplace strategies
- Real estate development – offices in transition

Furthermore, Dev_ can offer the following:

- Direct contact with stakeholders in office transition projects
- Experiences guidance of graduation projects
- Expertise in workplace advice and project management

3.1 TYPE OF STUDY

As mentioned in the conclusion of section 2.7 there is no evidence of deliberate placemaking being used in making and implementing workplace strategies. The goal of the research is to find if and how placemaking is used in the process of making and implementing workplace strategies. When research is about how people see a certain phenomenon, qualitative methods are applied (Merriam, 1998). Therefore, this research will rely on the use of qualitative methods.

The many types of qualitative research can be broadly divided into six types based on the literature that is currently accessible. They consist of phenomenological, ethnographic, historical, case study, grounded theory, and narrative models. There are numerous varieties and forms of these qualitative research methods. They don't necessarily come in solo forms. When it comes to how they are used, they can occasionally overlap each other, either conveniently or inconveniently. (Chigbu, 2019)

For this research, a case study is conducted. A case study is used to understand real-world events and find contextual variables relevant to the study (Bryman, 2012; R. Yin, 2018). Furthermore, a case study is used because the research question is a "how question". Moreover, Yin (2018), states that a case study becomes more relevant when the study tries to explain a contemporary phenomenon. In this research, the contemporary phenomenon would be workplace strategy and placemaking. Lastly, a case study will not require control over behavioural events (R. Yin, 2018). Case studies bring complicated real-life events closer to the reader's everyday life and help them understand them better. Its thorough findings don't get taken out of context, and they help both come up with new ideas and back up what has already been found. The main problems with case studies are that they are not very general and are not very accurate. (Bryman, 2012; Eisenhardt, 1989; R. Yin, 2018; R. K. Yin, 2012). To confirm or refute (pre-existing) ideas on the use of characteristics of placemaking in workplace trajectories expert interviews will be conducted. The expert interviews will contribute to the research because they will gather information based on experience and opinion.

Before diving deeper into the research, it is important to mention that the order of the two components eventually constitutes the findings. Step one is the multi-case study and step two is the expert interviews. Both methods will be explained in the following two sections. Figure 3.2 shows a clarification of the order in which the different methods are conducted.



Figure 3.2 Order in which the different methods are conducted.

3.2 MULTI-CASE STUDY

The goal of the case study is to find similarities and differences in workplace strategy characteristics and find if and how placemaking is used. A multiple-case study is used in qualitative research to compare various variables (Bryman, 2012). The conditions under which a theory will or will not hold can be better established by comparing at least two cases. It could establish an understanding of causality. Also, the comparison may present ideas that are relevant to the theory. (Eisenhardt, 1989; R. Yin, 2018). The multi-case study also contributes to theoretical reflections on contrasting findings. Additionally conducting a multi-case study makes this research more applicable to the Dutch real estate market.

3.2.1 DATA COLLECTION

A case study allows analysing different data sources. Using multiple sources could increase the accuracy of the findings and address a wider range of concerns or issues (R. Yin, 2018). It is possible to go beyond simply recognising the breadth of a case study's reach by utilising different sources of evidence. So, if a case study finding or conclusion is based on multiple sources of data and follows a similar convergence, it is likely to be more credible and reliable (Bryman, 2012). The many evidence sources effectively offer different measurements of the same phenomenon. Several types of case studies may focus on different aspects of the same phenomenon. (R. Yin, 2018)

According to Yin (2018), qualitative research includes gathering data from many sources, evaluating the data, reviewing evaluations to conclude, and presenting the conclusions (Yin, 2018). The case study that is conducted can be separated into three sources (Figure 3.3):

- (1) Document analysis
- (2) Semi-structured Interviews
- (3) Ethnography

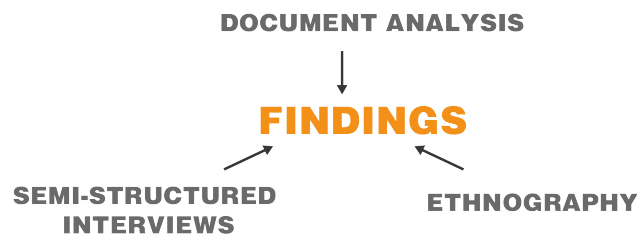


Figure 3.3 Convergence of multiple sources of evidence for the findings of the multi-case study (own work)

DOCUMENT ANALYSIS

A variety of documents, either provided by the interviewee or made publicly available, are examined during document analysis, including news items, meeting minutes, emails (trace data), policy documents, etc. By utilising many sources of information, the risk of subjectivity is diminished (Bowen, 2009).

Analysing documents serves a variety of purposes for this research:

- Provide data on the context of the organisation e.g., background information as well as historical background. It can indicate conditions that impinge upon placemaking and workplace strategy.
- Information that is obtained in the documents can lead to interview questions.
- The information that is collected from the documents can serve as valuable additions to the knowledge base e.g., workplace strategy characteristics.
- Comparing documents might lead to finding changes and verifying findings in workplace strategy from before, during and after COVID-19

INTERVIEWS

Because the research is exploratory in nature, semi-structured interviews are conducted. The study aims to expand upon the body of existing knowledge by gaining fresh viewpoints from semi-structured interviews. Furthermore, semi-structured interviews are used to gather the information that could potentially answer the research questions. The ability of the semi-structured interview method to successfully enable mutual recognition between the interviewer and participant, enable the interviewer to improvise follow-up questions based on participant responses, and provide space for participants' verbal expressions are some of the main benefits (Kallio et al., 2016).

The interviews are conducted using an interview protocol (Appendix B – Interview protocol Case study). The interviews contain four different subjects which are adapted from the Model of CRE alignment from Heywood and Arkesteijn (2017). Heywood and Arkesteijn (2007) compared fourteen different CRE alignment models which led to the following four pillars: understanding corporate strategy, understanding real estate performance, making real estate strategy, and implementing real estate strategy. Based on these pillars the scope of the interview questions is determined. In table 3.1 the different pillars with the scope of the interview are summarized.

Table 3.1 Scope of the interview questions matched with the four pillars of CRE alignment (adapted from Heywood and Arkesteijn (2017))

PILLAR	SCOPE
1. Understanding corporate strategy	The influence of the identity on the workplace strategy
2. Understanding the performance of the workplace	The needs, preferences, and performance of the workplace
3. Making the real estate strategy	How the needs and preferences are transcribed and the decision-making process
4. Implementation of the real estate strategy	Type of strategy, its configuration, and which requirements are used

ETHNOGRAPHY

The goal of the ethnography is to spend a certain amount of time in a group, observing behaviour, listening to conversations both within a group and with users, and asking questions. (Bryman, 2012). Ethnography contributes to this research because it might reveal if certain placemaking principles already exist in creating and implementing workplace advice and exists in workplace concepts. Furthermore, it is possible to draw information that was not obtainable from other methods. What is observed can be related to the physical setting and environment within which the activities took place. It might create a better understanding of workplace advice.

3.1.2 CRITERIA AND SELECTION

CASES

Different cases will be selected based on certain criteria these are listed in this paragraph and summarized in table 3.2.

- (1) The organisation is based in the Netherlands. Large differences in culture and strategy are prevented by choosing only organisations based in the Netherlands. Furthermore, it prevents the complexity of foreign aspects. However, the organisation can be internationally oriented or have offices in other countries.
- (2) For this research, the organisation must have an office or office space in which they mainly operate. The sector in which the organisations operate is insignificant. Some sectors can be pointed out in which it is common that an office or office space is used e.g., finance, service and public sectors (Centraal Planbureau, 2021).
- (3) The case should be a finished workplace advice project of Dev_ real estate that took place around the COVID-19 period. An internship is obtained at Dev_ real estate, therefore it is not desired to outsource to another organisation for cases. The case should have operated around COVID-19 because the cases ought to have experienced the changes and therefore also the possibilities COVID-19 brought. For this thesis 2019 \pm 3 years. Completed projects are selected to avoid influencing the outcome of the project and to ensure that the course of the project does not influence the process of this study.
- (4) The organisations that will be investigated will have no less than 40 employees. These are considered medium organisations (Gray et al., 2003). Smaller organisations are not able to carry the commitment of Dev_ real estate, because often there is no budget (Personal communication, 24 February 2023).
- (5) The organisation does not have a change management or housing advice department. To make sure that the organisation only relies on the advice of Dev_ real estate. If the organisation does have such departments, Dev_ often has another role within the assignment.

Table 3.2 Selection criteria cases used during theoretical sampling (own work)

CRITERIA	CLARIFICATION
The organisation is situated in the Netherlands	Minimises cultural and national differences and prevents complexity of foreign aspects
The organisation operates mainly in office	To generalise among the industries where it will have the most effects
The case should be a finished workplace advice project of Dev_ real estate that took place around the COVID-19 period	The organisation should have experienced the changes and therefore the possibilities COVID-19 brought. No outsourcing to other companies. Avoid influencing the outcome of the project or process of the study.
No less than 40 employees	The organisation should be able to carry the commitment of Dev_
Does not have a change management or housing advice department	There should be no role within the organisation that has the same tasks that Dev_ real estate performs

CASE SELECTION

The number of finished projects at Dev_ real estate is large. To prevent wasting time running all projects against these criteria, explorative interviews have been conducted with 11 employees of Dev_ real estate. These employees have varying, but not exclusive, expertise in project management, workplace advice and project development. During the explorative interviews, it was asked if they have worked on any workplace advice projects. From these interviews, ten cases arose that could meet the criteria. From these ten cases, four cases are picked that met all the criteria for the case study. The four cases are listed below with a short description.

CASE 1: National Police | HUB 50

HUB50 is a former Mercedes-Benz showroom, which is bought by the Police. Thereafter, the building was renovated and transformed into the national hub for the Police. The police want to make their housing more future proof. Functionally, qualitatively, and financially. HUB50 houses several major user groups within the police. In addition, the building offers flexible workplaces and facilities to police employees who want to collaborate, meet, or meet centrally in the country. With this, the police organised better collaboration and meeting facilities in-house.

CASE 2: OC&C | Het Groothandelsgebouw

After OC&C strategy consultants split off from Ernst and Young (EY) they needed an office space very fast. During their temporary stay in the Groothandelsgebouw in Rotterdam on the 2nd floor of the building they created and implemented a workplace strategy for their final office on the 7th floor of the same building. After 3 months of remodelling the 7th floor OC&C could finally move in. The office environment now fits their organisation activities.

CASE 3: Clifford Chance | Droogbak

Before their 20-year lease agreement ended, international law firm Clifford Chance started thinking about what should become their workplace of the future. Together with an architect, project manager and a workplace consultant, they completely renovated and modernised their current office at the Droogbak in Amsterdam. The renovated office is designed to provide a new flexible work environment that further strengthens the firm's collaboration within multidisciplinary teams.

INTERVIEWEE PARTICIPANTS

There is no minimum number of interviews that indicates how many is "enough". Given the scope and time available for this research every case will interview a minimum of three (3) and a maximum of five (5) people. The total number of interviews will therefore vary between twelve (12) and twenty (20). Every interview will last between 45 minutes to one hour.

Many perspectives exist on the workplace. Therefore, different categories of stakeholders have been created. Table 3.3 shows the different stakeholder groups for the semi-structured interviews and their clarification.

Table 3.3 The different stakeholder groups and their clarification set-up for the focus groups

STAKEHOLDER GROUP	CLARIFICATION
Workplace strategist and/or project manager	Expertise in the study area
Employer and/or decision-maker	Implementation of the advice / strategy
Architect	Designer of the workplace configuration
Employee	The workplace strategy is becoming more employee centred

Workplace strategist and/or project manager

The workplace strategist and/or project manager will be identified using expert sampling. This sort of sampling is used to get opinions or evaluations from individuals with extensive expertise in a study area. Multiple criteria qualify the interviewers as qualified experts to discuss workplace strategy.

- (1) The participant has over five (5) years of expertise in workplace strategy and/or workplace advice. The interviewees are familiar with the process of making workplace strategies.
- (2) Sufficient knowledge of workplace strategy and/or workplace advice. To make sure the subject understands the questions that are asked has a mutual understanding of the issue and can provide appropriate answers.

Employer and/or decision maker

The employer and/or decision-maker is the person who is involved with creating and implementing the workplace strategy. Several criteria need to be considered when the subjects are chosen.

- (1) The subject is involved with making the workplace strategy to make sure that there is an understanding of the workplace strategy and the issues in their current firms.
- (2) The subject has a leadership position. To be close or involved with the organizations so that the real picture can be extracted from them.

Architect

An architect often gets hired to design the floor plan and present possible interior choices. From the different wishes and preferences of the client, the architect visualizes the workplace strategy. By interviewing the architect there is also an opportunity to come upon characteristics of placemaking, such as form follows function. There is only one criterion for the architect.

- (1) The subject is one of the architects that designed the workplace of said organisation.

Employees

Employees are becoming more and more important in workplace strategies. Employees could contribute to the knowledge gap about the perception of place, use of space, and effectiveness of the workplace, as well as data on collaboration, productivity, and other metrics. Overall, the goal is to collect data that can help understand how the space is meeting the needs of the users, and to identify areas for improvement certain characteristics are important when interviewees are chosen.

- (1) The employer of the employee is the organization in which the study is conducted. If an employee has several jobs, this can influence the preferences and needs of the employee.
- (2) Some knowledge about the workplace strategy of the organization in the employee works is required to establish a mutual understanding of the questions.

ETHNOGRAPHY

For this research, organisations are observed. The goal is to study the culture of the organization first-hand. The findings on the employees' customs, habits and mutual differences contribute to the research to create an understanding of the performance of the workplace. To achieve this several hours are spent observing at the chosen organisations of the case study. Several employees have been asked about their perception of the workplace during the time spent.

Furthermore, it is important to get an understanding of the creation and implementation of the strategy. Therefore, this research will also rely on the perspective of the project manager and/or workplace strategist. During the graduation internship at Dev_ real estate, several meetings have been attended about creating a workplace strategy. Additionally, the design of the workplace makes it possible, consciously, or unconsciously, to listen in on phone calls or online meetings. As a result, knowledge has been obtained about decision-making processes.

3.1.3 DATA REDUCTION

DOCUMENTS

The documents that are used for this research are analysed in three different ways: skimming, reading and interpretation. The reduction of data from the documents will be done with “content analysis”. Content analysis is an activity in which the researcher organises information into categories related to the main and sub-research questions (Bowen, 2009).

The output of the data reduction is:

- An organisational chart that represents the process
- A brief description of the organisation with its mission and values
- Business drivers and objectives

INTERVIEWS

The interviews that are conducted during this research are recorded. The recordings make it possible to transcribe the interviews. After the data reduction, the interviews will be anonymized, and the recordings will be deleted. For further ethical considerations see chapter 3.6. After the interviews are transcribed, the data will be reduced and coded. The answers in the transcription are summarised into smaller quotes that contain the main message of the transcription. Table 3.4 shows a list of codes that will be used to contain the data.

PHASE CODE
1.1 Understanding corporate strategy
1.2 Understanding the performance of the workplace
1.3 Making the real estate strategy
1.4 Implementation of the real estate strategy

Table 3.4 List of codes used during the reduction of interview data

ETHNOGRAPHY

Observations are written down on paper. Floorplans are obtained to analyse. The explorative interviews that are done with employees are not recorded but notes will be taken. Afterwards, the notes will be summarized and used for the research.

3.3 EXPERT INTERVIEWS

As mentioned before, expert interviews are conducted to confirm or refute pre-existing ideas about the characteristics of placemaking in workplace trajectories. The expert interviews are conducted according to the Validation Protocol (Appendix C – Interview protocol Expert interviews).

3.2.1 SELECTION CRITERIA

The participants of the expert interviews are professionals in a particular field of study. For this research, the field of study is workplace strategy and workplace advice. The participants of the interviews are found with the use of expert sampling. Using this type of sampling, experts in the field of study are asked for their opinions or assessments. The participants are professionals who meet the following requirements to talk about workplace strategies and trajectories.

- (1) The participant has over five (5) years of expertise in workplace strategy and/or workplace advice trajectories.
- (2) The participant has experience in workplace strategies and/or workplace advice trajectories for offices of different sizes (small, medium, and large)
- (3) The participant has experience creating workplace strategies and/or advice for offices from different sectors (government, banks, legal, care, etc.)

3.2.2 DATA REDUCTION

The interviews that are conducted during this research are recorded. The recordings make it possible to transcribe. After data reduction, the recordings will be anonymized and deleted. For further ethical considerations see chapter 3.6. After the recording is transcribed, the data will be reduced and coded. The answers in the transcription are summarised into smaller quotes that contain the main message of the transcription.

3.4 DATA ANALYSIS

Organizing, analysing and interpreting the data that is found in the case study, interviews and focus groups allows to capture themes and patterns, answering the research question and identifying improvements (Miles et al., 2014).

Because placemaking has no unambiguous meaning, it is difficult to determine when something is placemaking. The different code groups mentioned in Chapter 3.3 support the research into placemaking in workplace trajectories, however, based on the scope and time for this research, not everything can be analysed. Consequently, an operationalisation table is created with variables and indicators that indicate if placemaking is present. The categories established in Chapter 2.3.5 are used to categorize the variables and its supporting indicators. A simplified table is shown in Table 3.5. The complete table can be found in Appendix D - operationalisation table.

Table 3.5 Simplified operationalization table (Own work)

VARIABLE CATEGORIES		
PEOPLE	EVALUATION	PLACE
Employee involvement	Evaluation of space	Sense of place
Stakeholder involvement	Learned from others	Formulation of a clear vision
Feeling of community	Design flexibility	Lively place
Formed partnership	Short term experiments	Place driven
Bottom-up process	Ongoing process	

WITHIN CASE ANALYSIS

The information that is found during the case study is summarized in a report. The objective is not to get a set of results that are uniform. Instead, it is to create a description of and viewpoint on a situation that is founded on and consistent with in-depth research into that circumstance and is cohesive and illuminating. The report contains three different sections:

- **Introduction** – The case description and knowledge should be known before reading the findings section.
- **The findings** – Elaborate on the findings to answer the sub-questions.
- **Discussion** – Outlines the data that is collected.

CROSS-CASE ANALYSIS

The “within case analysis” discussed in the previous section provides specific observations per case. Cross-case analysis facilitates the comparison of the differences and similarities between the cases (Seawright & Gerring, 2008). The goal of the cross-case analysis is to formulate answers to the sub-research questions.

EXPERT INTERVIEW ANALYSIS

The transcripts of the focus groups will be analysed using thematic analysis. The goal of the analysis will be to confirm or question the conclusions from the case study.

LITERATURE DISCUSSION

The above-mentioned analyses in combination with the literature study from chapter 2 provide enough information on how placemaking can help the transition towards the future workplace. This chapter combines the characteristics of placemaking, and the procedures workplace advisors could follow to

support the transition towards a future workplace. Thereafter, this is compared with the tasks the workplace advisors are performed in practice.

3.5 DATA MANAGEMENT PLAN

The TU Delft is the lead organisation involved in this research. Dev_ real estate is the second organisation that is involved in this research. However, only data is collected from this organisation and thus not stored. Consequently, this means that the researcher and TU Delft are jointly responsible for the data resulting in this project. When the researcher leaves the TU Delft the Head of the Department of the Best Experiments will take over this responsibility. The 4TU.ResearchData will be dedicated to data management and ensuring the data is FAIR (Findable, Accessible, Interoperable and Re-usable).

Furthermore, it is important to mention that this research involves human subjects and therefore personal data is collected. Not only personal data is collected, but also confidential data will be used in this research. Particularly the semi-structured interviews with the workplace strategists and employees contain this type of data. If information about these interviews leaks there is a possibility that a damaged reputation will then arise. As a result, workplace strategists and employees could get fired. Therefore, it is important to treat the data with care and publish the datasets following the TU Delft Research Data Framework Policy.

As mentioned before all aggregate data that is produced in the project will be publicly shared at the end of the research project. The only data that will be shared is the data that is needed to answer the main- and sub-questions of this research. The data will be shared after the research because it can be made sure that the correct data will be shared. All data (personal and non-personal) will be shared as a pseudo-nemesis and will be uploaded to 4TU.ResearchData with restricted access. A license is needed to release the data correctly.

3.6 ETHICAL CONSIDERATIONS

A large share of this research is ethics and its considerations. This paragraph will discuss three principles: do no harm, confidentiality, and consent.

DO NO HARM

To ensure that no harm is done during this research files are password protected and data is encrypted to ensure that the data is secure. Furthermore, only data that is relevant to the research will be enclosed. Only aggregate results are released to the public.

CONFIDENTIALITY

For this research, it is implied that the data that is obtained during and after the research won't be disclosed in a form that can make the participants' identities known. There are several approaches used. First, all gathered names are blanked out, removed, or replaced with pseudonyms. Second, it is ensured that enough persons are interviewed and that enough focus groups are utilised to guarantee anonymity.

CONSENT

First, participants of this research will be fully informed about all relevant aspects of the research before they take part in it. They will be informed about how, where, and why the research findings will be published. Second, the personal data act is set out to get consent from every participant. Therefore, this research uses consent forms (Appendix E – Consent form) to obtain consent to prevent personal integrity violations and safeguard the participants' freedom and self-determination.

PART 4

FINDINGS

Following the completed literature study, the final data collection begins. The last part of this research introduces a complex challenge and an unsolved problem that comes with it: how placemaking can be used to help the transition towards the future workplace. The following section will attempt to answer the below mentioned sub-research questions:

How can the workplace strategy of an organisation be described?

How can the workplace trajectory of an organisation be described?

How are the characteristics of the workplace strategy translated into the current workplace design?

How is placemaking used in the context of the organisation's workplace strategy, trajectory, and design?

4. MULTI-CASE STUDY

	NATIONAL POLICE	OC&C	CLIFFORD CHANCE
Location	Utrecht HUB50	Rotterdam Groothandelsgebouw	Amsterdam Droogbak
Sector	Service Public	Service Private	Service Private
Workplace count	~500	~50	~250
Characteristics	14.000 m ² GFA	1.500 m ² GFA	12.000 m ² GFA
Goal	More future proof office (Flexible, innovative, collaboration). Centrally located office. Cut the cost of real estate	An office that meets the team based working style of the organisation which represents their image	An office that supports multidisciplinary teams and collaboration. Shows the monumental status of the building.
Time (Initiation – delivery)	~3 years	~1,5 year	~5 years

4.1 CASE 1: POLICE | HUB50

The police strongly needed an easily accessible location where all police staff and cooperation partners can meet and work flexibly (Politie, 2021b). Additionally, the police are increasingly going to work independently of place and time. This allows them to work closer to the public and therefore need fewer buildings. (Politie, 2021c). For that reason, HUB50 was bought which is a former Mercedes-Benz showroom (Figure 4.1). HUB50 will also be the place for police staff working on managing and developing ICT facilities. The building was renovated and transformed into the national hub for the Police. The police want to make their housing more future-proof - functionally, qualitatively, and financially.



Figure 4.1 HUB50 (ZRI, 2021)

The case study contains the move to and the renovation of HUB50. Many documents from the police are classified because it is a government body. Therefore, mostly public documents have been used for this case analysis. Furthermore, since the building is open to the public, a guided tour by the project manager was given to get to know the building.

- Interviewee 11: Project manager
- Interviewee 12: Workplace strategist
- Interviewee 13: Architect
- Interviewee 14: Relation manager
- Interviewee 15: Employee representative

4.1.1 CHARACTERISTICS

How can the workplace strategy of an organisation be described?

The police want to make the Netherlands a safer place. The mission statement of the police states that they will always be "vigilant and subservient" to the principles of the rule of law. According to the circumstance, the police protect, restrict, or empower both requested and unrequested individuals to carry out this mission. (Politie, 2022) Being a police officer requires constant collaboration with co-workers, (chain) partners, residents, and organisations (Politie, 2021a).

The new police housing is built on the integrated work concept (IWC). Their previous concept needed to be revised because of how society is changing, how work procedures have altered, and how digitization is causing new trends in crime. Both operating costs and social returns must be increased at the same time (Politie, 2021a). The IWC translates into an integral understanding of police accommodation. The goal is to create more homogenous, flexible, and effective workspaces that support organisation operations and meet cost-cutting goals (Interviewee 11; Interviewee 13).

The accommodation idea has been adapted to reflect the integral goal for future-proof police accommodations as follows:

- Flexibility and future-proofness in housing; including the ability to adapt to a changing organisation.
- Flexibility in work processes; the ability to work where there is work.
- More space for collaboration
- Better assurance of confidentiality through uniform zoning of the police building

4.1.2 THE PROCESS

How can the workplace trajectory of an organisation be described?

The housing trajectory of the Dutch Police is characterised by two simultaneous, but not unrelated trajectories. The first trajectory is the creation of the Integral Work Concept (IWC). The second trajectory is the implementation of the IWC into HUB50. A timeline of both trajectories is shown in Figure 4.2 below. Even though the two trajectories are related, this case analysis will only consider the HUB50 strategy implementation and design process.

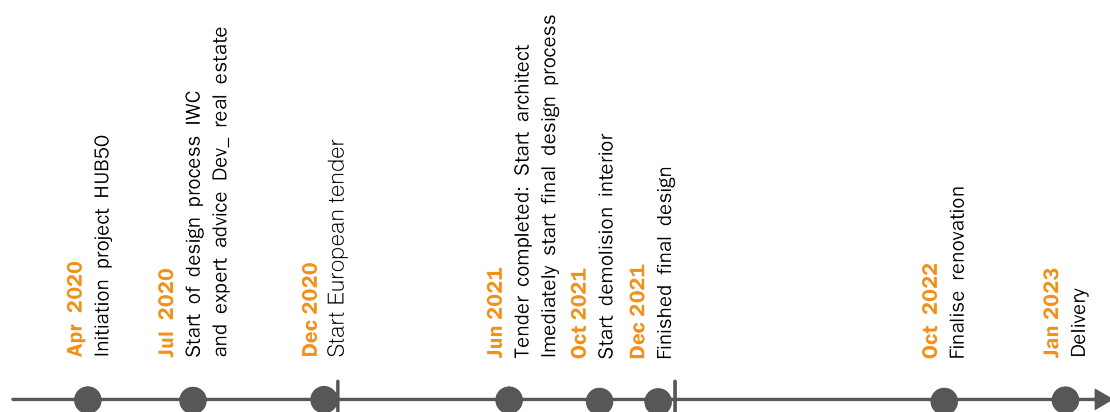


Figure 4.2 Timeline housing trajectory HUB50 (Own work based on documents and interviews)

The Dutch police service is one of the largest employers of the Netherlands (Dekker & van der Klift, 2020). Consequently, they have a very long and complex decision-making process (Interviewee 11). In Figure 4.3 a simplified organisation chart of the police organisation and housing trajectory organisation can be found. The hierarchy of the Dutch police system is quite noticeable. A policeman or policewoman may hold many ranks. The duties associated with each level vary; the higher the rank, the more duties are available to the individual (Politie, n.d.). During the housing trajectory, a strict hierarchy also appeared. The administration table should provide its approval to any changes or decisions that need to be made (Interviewee 11). However, the fact that everything was aligned with the users, greatly aided the board. They considered that to be very significant (Interviewee 12).

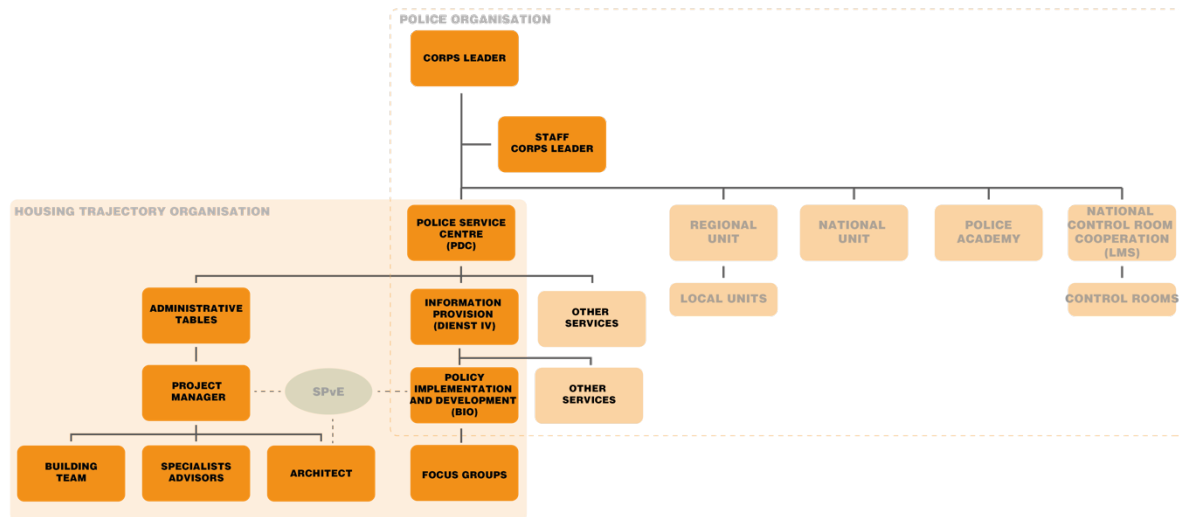


Figure 4.3 Organisational diagram of the police and housing trajectory (Own work based on documents and interviews)

As mentioned before, the housing trajectory of the police consists of two trajectories at the same time. In Figure 4.4 below a simplified overview is shown of both trajectories in which the green trajectory is the housing of HUB50, and in orange the Integrated Work Concept trajectory. During the initiation phase of the Dutch police service, several elements were taken into consideration – budget, planning and an ambition document about for example energy (Interviewee 11). This was also the period in which the HUB50 was bought.

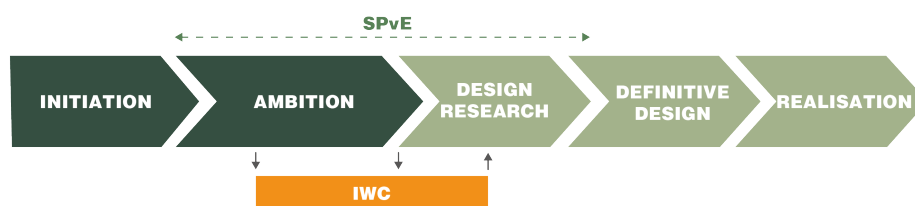


Figure 4.4 Trajectory SPvE and Housing HUB50 (own work)

STRATEGY PROCESS

A collaboration with resident and visitor representation (focus groups) was entered to develop a solid understanding of the needs of both residents and visitors. The future flexible, inventive, and sustainable working environment at HUB50 received suggestions. About 30 representatives shared their opinions on how the new working environment should look, function, and the agreements regarding its use and desired behaviour (Interviewee 12; Interviewee 14). In addition to the focus groups, a survey has been conducted among future users. This survey concluded that working at the office for 5 days is not necessary anymore thus, two fixed days on location for team meetings, alternating with two days at home or in the country creates a good balance (Politie, 2021a) Interviewee 11; Interviewee 14). Using the experience from working at home during the pandemic combined with the input from the above-mentioned process the work concept “anders werken” (Working Differently) is come up with. This resulted in a flex factor of 0,47.

“Working Differently strikes the ideal balance between on-site and remote work, fostering the police’s growth while providing the proper facilitation and support.”

- Politie (2021c)

DESIGN RESEARCH

From this point forward, the focus groups have helped determine several needs specific for HUB50 based on “anders werken”. These guide the solutions required to create the ideal workplace and service concepts for HUB50 (Interviewee 14). During several meetings and steps, the focus groups have been involved in creating the final programme of requirements. They worked from a very coarse programme where elements such as a lunchroom and brainstorming rooms are devised to a very fine implementation where floorplans are refined (Interviewee 12; Interviewee 14). All these sessions including the ones about the strategy eventually led to the Specific Programme of Requirements (SPvE) (Interviewee 12).

EVALUATION

HUB50 has been in use for some time now. As mentioned before the input of the users has been of great significance in the process. It has become apparent that, since HUB50 is delivered, this is still the case. Visitors and residents can give their feedback on things that do not work and can be improved or adjusted (Interviewee 13). This strengthens the short-term solutions.

Additionally, because there was no clear outcome of how the souterrain (level -2) would eventually be used, the design and layout were not yet determined in advance. Via the current use of the building and feedback from visitors and residents, the architect was able to adjust the layout to the current demand (Interviewee 13; Interviewee 15).

4.1.3 EXPRESSIONS AND EXPERIENCE

How are the characteristics of the workplace strategy translated into the current design?

The police stated the goal was to make HUB50 energy neutral after the renovation. This is achieved by using the existing installations as much as possible. In addition, it is ensured that the building and the use of the building optimally support sustainability. The various spaces will be used flexibly and multifunctionally, with different ways of working playing an important role. Teams will have plenty of room to experiment and will have access to the right technology, up-to-date information, appropriate tools, and services (Politie, 2021b).

The SPvE contained guidelines for different zones which are implemented into the HUB50. The spot plan in Figure 4.5 shows the different zones. It is significant to note that these spatial arrangements were considered before hiring an architect. These zones are numbered from zero (0) to three (3). Every zone has different specifications:

- Zone 0 – Public area
The area to which every person has access.
- Zone 1 – Public zone
The zone inside the building is accessible to both employees and guests with supervision.
- Zone 2 – Working zone
The zone to which employees and visitor have access to with a police access card.
- Zone 3 – Special working zone
The zone to which only authorized personnel have access to.

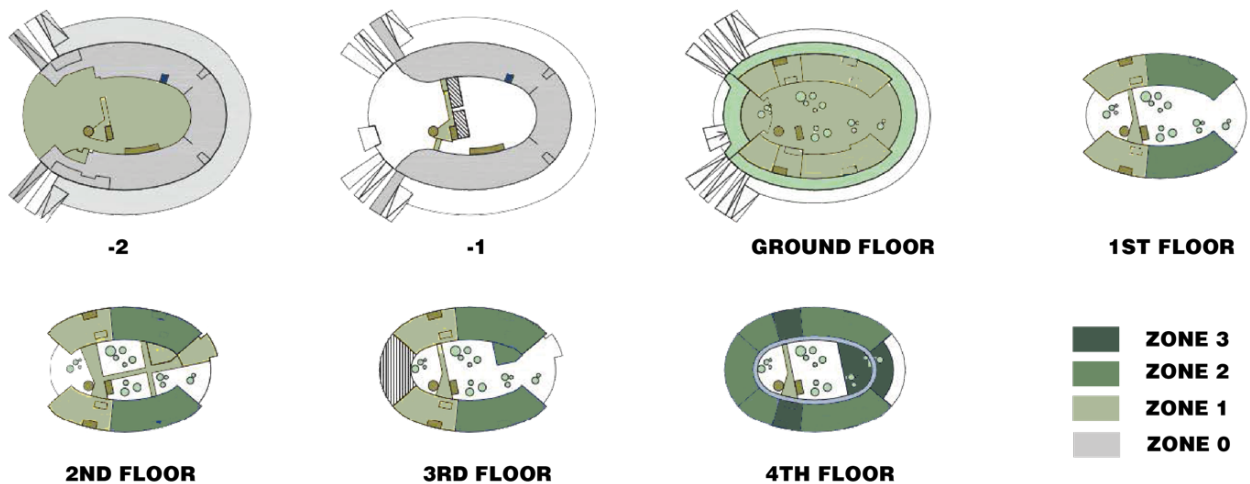


Figure 4.5 Spot plans HUB50 (Politie, 2021c)

The concept is that the building becomes more private as one rises. On the ground floor, a large atrium can be found. It is the heart of the building where residents, as well as visitors, come together to eat, drink, brainstorm, or just talk. The large open atrium on the ground floor provides an overview, resulting in some form of social control and connection with the outside (Interviewee 11; Interviewee 13). The atrium is surrounded by large meeting rooms that can be reserved by any visitor to the building. The façade on the ground floor is transformed from a closed parapet to an all-glass façade. This is being done to connect with the outside world and bring nature indoors (Interviewee 13). Furthermore, several rooms have been created to reflect and encourage innovation. These are called “innovation squares” (Interviewee 14; Interviewee 13).

The first, second and third floors are a mix of public and working zones. Both are arranged as workplaces. The workplaces are set up for scrum teams of 8 people (Interviewee 13; Interviewee 14). The workplaces in the working zones are designated for the IV teams. Every team is allowed to work in the office for 2 days a week (Interviewee 14). This means that there are no assigned desks at HUB50.

The fourth floor is a mix of a working and special working zone. The special working zones are often rooms in which secret meetings happen or projects are executed. Once the architect was chosen it was difficult to make many changes, because the design of the workplace was already established (Interviewee 11; Interviewee 12), and the Dutch Police Service did not want to change many things to the building (Interviewee 13). To support collaboration and connecting a staircase has been realised in the atrium (Interviewee 11; Interviewee 13). Several impressions of the atrium can be found in Figure 4.6.



Figure 4.6 Impressions of the atrium at HUB50 (Kropman, 2022)

There is one special floor in the building: level -2. This floor was the previous workshop and parking garage of BMW. It is transformed into several rooms that are set up as an innovation lab. It is a multipurpose workshop that offers room for projects from throughout the nation (Interviewee 13; Interviewee 14). All police co-workers are welcome to experiment, invent, learn, and arrange different events here. This is a location that is not "labelled"; instead, residents as well as visitors can choose the environment that best suits their needs. Examples of rooms that are provided are a fitness room, a recording room, a large presentation place, a research lab, etc. (Figure 4.7) (Politie, 2021a)



Figure 4.7 Impressions of the basement – level -2 (Kropman, 2022)

EXPERIENCE

From an architectural perspective experience was very important (Interviewee 13). One of the objectives was to evoke the atmosphere of the Dutch Police service. This was accomplished by emphasising the police department's colour aggressively (blue and yellow). The second objective was creating a building where everyone could feel at home, this is accomplished by applying various colours in the office wings and different workplace set-ups all over the building to create pleasant workplaces for everyone. For example, the security line was moved backwards, to create a place to sit and work at the entrance. The third objective was to create a journey for the residents and visitors. The goal is to improve movement through the building, but simultaneously improve vitality and increase gathering with employees. This objective resulted in the stairs in the atrium. (Interviewee 13)

"If you create an interesting journey in a building, you also get to meet people."

- Interviewee 13

4.1.4 PLACEMAKING

How is placemaking used in the context of the organisation's workplace strategy, - trajectory, and - design?

Based on the different categories of placemaking that have been created in the theoretical background and their supporting variables and indicators in the method it can now be established how placemaking is used in workplace strategies and their trajectories. A summary of the variables of placemaking that have and have not been identified in the Dutch Police case is shown in Table 4.1.

PEOPLE

The Dutch Police Service is a government body which is subject to hierarchy and must account for where Dutch citizens' tax money goes. Their hierarchical structure impedes the transition towards a future workplace to be a *bottom-up process*. In Placemaking the goal of *involving a community* is twofold: 1. Gain knowledge on how the specific place works or worked 2. Create a sense of community. The (future) users, residents, and visitors, of HUB50, are involved in thinking about what the working environment will look like, how it should function and the agreements on the use of and desired behaviour in the new working environment. Placing the Dutch Police Service on Arnstein's ladder of participation creates an understanding of the level of *involvement*. It seems like the Dutch Police Service can be placed on the "Placation" rung. From the results, it became evident that the residents and visitors had some degree of influence because their input was weighted and considered when final decisions were made by the advisory boards. However, since the residents and visitors did not have decision-making rights and their input or advice could be overruled there is no "Partnership". In addition, the methods used in the case can be compared with those used in the ladder. The case uses focus groups, working groups and surveys to obtain information from residents and visitors. This corresponds to the methods used for the "Consulting" (survey) and "Placation" (focus groups and working groups) rung of the ladder. Since most of the features match the "Placation" rung, the Dutch Police Service is positioned there (Figure 4.8).

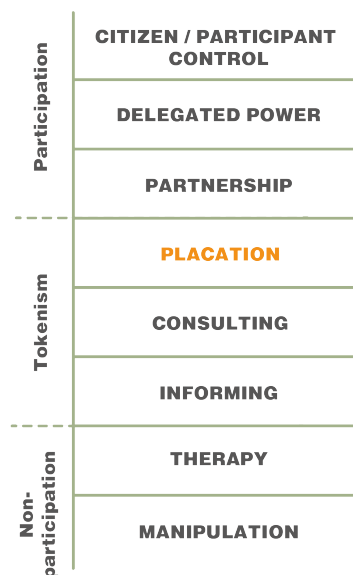


Figure 4.8 Position of the Dutch Police Service on the ladder of participation (own work based on Arnstein)

The second goal of involving the community is creating a sense of community. The Dutch Police Service mostly implemented physical design aspects to reflect *sense of community* and therefore enhance social connections and foster interaction and collaboration. However, the sense of community is not only about physical design. According to the Dutch Police Service, there is a combination of 30 residents and visitors who participated in focus groups and working groups. Visitors and residents signed up to be in the focus groups and working groups. Eventually, the advisory boards chose from all applications who could join the different groups to ensure that it would be a good reflection of the organisation (interviewee 14). However, according to their Specific Program of Requirements (SPvE) there are 1100 residents that will use HUB50. It can be imagined that for the transition towards a future workplace that a *sense of community* is created among the participants of the working groups, but the rest of the residents only feel a *sense of community* through the physical design. In general, the Dutch Police Service has a strong sense of community. They are at the centre of Dutch society to maintain public order, fight crime effectively and solve conflicts.

The people theme of placemaking also emphasizes the importance of the involvement of a variety of stakeholders to either guide the process, share their knowledge, or fund the project. For the Dutch Police case, there are three different *stakeholders (groups)* that were frequently mentioned – Policy Development and Implementation, Project managers, Architect and the residents and visitors. Within the organisation the Policy Development and Implementation (BIO) branch was involved to share their knowledge on the general strategy and guide the focus and working groups. Furthermore, there were two project managers involved one to guide the strategy process and one to guide the building and decision-making process (Interviewee 11). The architect was hired to translate the strategy and concept into a design. Lastly the residents and visitors were involved in creating and informing the strategy.

EVALUATION

The Evaluation theme of placemaking translates itself into the observation of spaces, it being an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. In the Dutch Police case data is analysed to gauge how the current work environment is performing and the influence of the pandemic on working styles and preferences (Politie, 2021a) (*You can see a lot by just observing*). Moreover, survey data is obtained that contains an overview of the desired working environment, clearly distinguishing in the questioning between working before, during and after corona. Other projects were not observed or analysed as a reference (*You can see a lot by observing*). However, the pandemic ensured that organisations had to learn from each other.

The *lighter, quicker, and cheaper* concept are often temporary inexpensive alterations that take place while more long-term projects grind through the development pipeline. In the workplace trajectory of HUB50, this concept can be identified as the strategy being a *long-term* development and vision for the Dutch Police Service and testing configurations of furniture by the focus groups are temporary *short-term* inexpensive alterations. The long-term development and vision of HUB50 is twofold. On the one hand a workplace strategy and building are created that include the ability to adapt to a changing organisation. On the other hand, interventions are done that support a sustainable future e.g., the reuse of materials and the use of eco-friendly materials and solar panels.

Placemaking is also an ongoing process of evaluation, creation, design, and change. To ensure that the vision of HUB50 keeps reflecting the objectives of the residents and visitors, the Dutch Police Service provided a platform to evaluate, complain and compliment HUB50 (Interviewee 13). The information that is gathered with this evaluation, paved the way for the architect to fill Level -2 (souterrain) with new innovations that support future users. The platform could ensure continuous evaluation, creation, design, and change.

PLACE

From a placemaking perspective, having a vision for a place must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing and a belief that it should be a significant location people want to be. The strategy for HUB50 (including the workplace strategy) includes that HUB50 should be a place where residents and visitors want to work and collaborate. It should offer the ability to work where there is work (hybrid). HUB50 intends to create an environment where different user groups of the Dutch Police Service feel welcomed and feel connected. This can be linked to creating a *sense of place*. Supporting objectives are cutting the cost of real estate and having a central location in the Netherlands.

Projects for Public Spaces identified four cornerstones of great public places – access and linkage, sociability, uses and activities, and comfort and image. These four cornerstones can be used to link placemaking to the case of the Dutch Police Service.

Access and linkage

“Access and linkage” in placemaking are about connections to other locations nearby. A great public place is simple to find, simple to enter and simple to use. The location for the new workplace of the Dutch Police Service is intentionally chosen for its centrality to encourage residents and visitors to come to the office. In addition, the then dispersed offices are now gathered into one office. It is easily accessible by car and public transport.

Moreover, access and linkage are also very important for the in-office space of HUB50. Spot plans mark the accessibility (and confidentiality) of certain rooms and zones. Although certain spaces are not accessible to all HUB50 residents and visitors, meeting and connecting users remains important. From this insertion, the architect has made a few adjustments to the building. A staircase has been added to improve collaboration and gathering in combination with enough room to connect (e.g., seats, benches, and coffee corners). The intention of the architect was to create a journey for every user of the building (Interviewee 13). Which could indicate a *sense of place* and a *lively place*.

Uses and activities

The second cornerstone is uses and activities. According to this cornerstone, public places should engage people in activities. People have a purpose to visit (and go back to) an area if there is something to do there. People gravitate towards cities that are dynamic. HUB50 offers a variety of meeting spaces and scrum rooms for their agile teams. Furthermore, it includes space for recreational activities and events and more various workplaces that support various working styles. The intention of multifunctionality is to support the different activities of employees and strengthen the connection between colleagues. Furthermore, the workplace could tap into how to be a communal space that brings benefit to the community, which is made up of employees. Common areas could create a *sense of place*, *lively place*, and connection for employees.

Comfort and image

Comfort and image cover that a public space needs to be reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating. The Dutch Police Service adheres to working environment standards by providing, for example, adjustable chairs, monitors and standing desks. Furthermore, there is a variety of seating possibilities and amenities to collaborate and meet.

To reflect the image and emphasize the atmosphere of the Dutch Police Service the architect used their main colours (blue and yellow) as accent colours on walls and in the interior. This could emphasize the *feeling of community*. Organisations, such as HUB50 are subject to a certain culture which in this case is expressed in the physical office by colours and set-up of the workspaces. It is important to be careful because the presence of cultural artefacts does not mean a culture is created.

Sociability

The second cornerstone is sociability. This cornerstone represents the idea that places are social spaces where people desire to gather and return. It is a place where people may be catching up with several different people and even talk with strangers. Based on one of the surveys of the Dutch Police Service, employees would rather work from home after the pandemic (Politie, 2021a). As a result, the Anders Werken (working different) concept is created. The main reason employees want to return to the office is that they want to meet new people and inspire each other to collaborate in such a way an online environment cannot support (Interviewee 15). Therefore, the goal of the physical design of the workplace of HUB50 is to attract, connect, and support their employees. Based on all the different uses and activities that are provided for HUB50 the intention is to *create a sociable and lively place*. Since HUB50 had not officially been opened during the data collection period. It could not be observed or asked if employees used the space accordingly and if sociability could be identified.

Table 4.1 Summary of characteristics of placemaking that have and have not been identified in the Dutch Police case (Own work)

	IDENTIFIED VARIABLES	NON-IDENTIFIED VARIABLES
People	<ul style="list-style-type: none"> ✓ Feeling of community ✓ Stakeholder partnership ✓ Employee involvement 	<ul style="list-style-type: none"> ✗ Employee partnership
Evaluation	<ul style="list-style-type: none"> ✓ Evaluation of space ✓ Short term experiments (mock-up design) 	<ul style="list-style-type: none"> ✗ Learned from the past ✗ Learned from others ✗ Design flexibility
Place	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Place driven ✓ Sense of place ✓ Place engagement ✓ Lively place ✓ Form follows function 	<ul style="list-style-type: none"> ✗ Building flexibility ✗ Place attachment

POSITION IN PLACEMAKING

Upon assessing the placemaking factors pertaining to the Dutch Police Service case, it is now feasible to situate the case within the spectrum of placemaking (Figure 4.9). The present study aims to employ Lew's (2017) placemaking continuum to evaluate the placement of the Dutch Police Service case on the spectrum of top-down and bottom-up placemaking. The catalyst for change in the Police case emanated from within the organisation. The trigger for their transformation was the global COVID-19 pandemic and the reduction in real estate costs. The process of change employed by the organisation is a hybrid approach that integrates a master-planned process with a strong emphasis on employee participation. The primary objective of their participation was to gain an understanding of their preferences and enhance the user experience through optimisation. Due to the deadline of the project, the conversion of the building was executed expeditiously. Notwithstanding, given that the Dutch Police Service is an entity situated at the nexus of society, it is imperative to exude engagement, whilst also accentuating acknowledgement and individual narratives. Figure 4.9 shows the position of the Dutch Police case on the placemaking continuum.

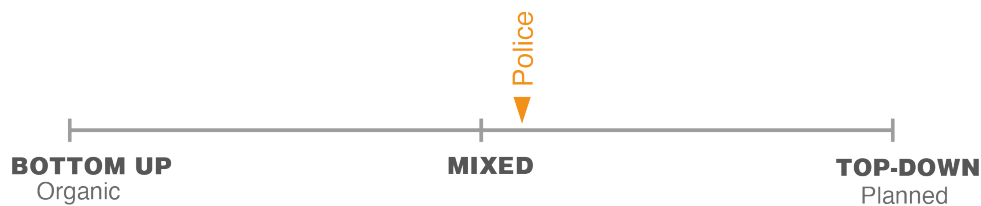


Figure 4.9 The position of the Police case on the continuum of placemaking (Own work)

The four types of placemaking that are identified by Fingerhut and Alfasi help position the Police case based on motivation and expectations regarding social relations. In the section above it described that the motivation for this case is a mix of top-down and bottom-up placemaking which places the case in between. The expectations for the Police case are twofold: reducing costs of the real estate which is a focused predetermined goal and creating a workplace which suits all employees this can be interpreted as a broad communal goal since employees are involved. However, employees are mostly involved in the information-gathering stage and not in planning or execution. Figure 4.10 shows the position of the Police case in the four quadrants of placemaking by Fingerhut and Alfasi (2023).

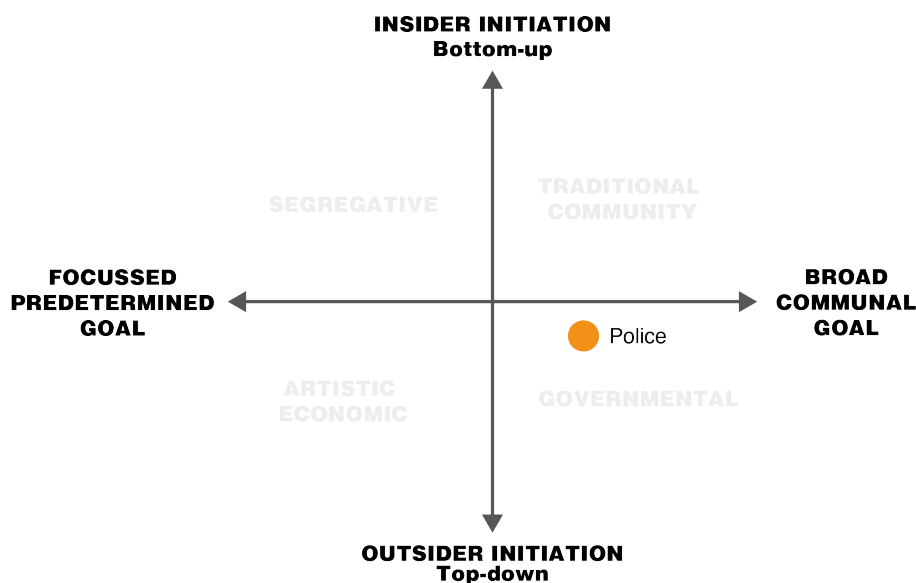


Figure 4.10 The position of the Police case in the four quadrants of. Fingerhut and Alfasi (2023) (Own work)

4.2 CASE 2: OC&C I GROOTHANDELSGEBOUW

OC&C strategy consultants decided that after their merger with EY, they wanted to separate again and become OC&C yet again. Their split with EY meant that OC&C needed temporary accommodation, which was found in Het Groothandelsgebouw (Interviewee 21; Interviewee 22; Interviewee 23). During their temporary stay in the Groothandelsgebouw (GHG) (Figure 4.11) in Rotterdam on the 2nd floor of the building they created and implemented a workplace strategy for their final office on the 7th floor of the same building. After 3 months of remodelling the 7th floor, OC&C could finally move in.



Figure 4.11 Het Groothandelsgebouw (Erfgoed bekeken, n.d.)

The case study contains the move to and the renovation of the 7th floor of Het Groothandelsgebouw. Because this project was done very fast and therefore few documents are available, most information is obtained via interviews. However, public documents and articles are used for this case analysis. Before the official opening of the OC&C office, a guided tour was given by the project manager. This guided tour gave a clear picture of what the office looks like.

Interviewee 21: Project manager
 Interviewee 22: Partner
 Interviewee 23: Architect
 Interviewee 24: Human Resources Manager
 Interviewee 25: Senior consultant
 Interviewee 26: Consultant
 Interviewee 27: Business support employee

4.2.1 CHARACTERISTICS

How can the workplace strategy of an organisation be described?

OC&C Strategy Consultants is a global management consulting firm that specializes in strategy, operations, and advisory services. Founded in 1987 in London, the firm has expanded to have offices in Europe, North America, and Asia (Li, 2016; OC&C, 2023b). OC&C's business model is based on providing high-value consulting services to clients (Interviewee 12) in a variety of industries, including retail, consumer goods, media, and healthcare. The firm's services are focused on helping clients with strategic decision-making, improving operational performance, and executing M&A transactions (OC&C, 2023a).

All consultants work on a project basis. When consultants participate in a project, they frequently take the same seat. Once the project is complete, they begin working on a new one and move to a different desk in the office (Interviewee 22; Interviewee 24; Interviewee 25; Interviewee 26; Interviewee 27).

OC&C is a strategy consultant with a certain identity they want to reflect in their workplace and their strategy. This identity can be described as “professional”, “hard workers”, “Rotterdam based” and “the best people for the job” (Interviewee 21; Interviewee 22). Resulting of the recent changes of COVID-19 and re-evaluation of their previous work environments and strategy their current strategy was built. The most important aspects of the strategy are described as “an office with a good image”, “a flexible work environment” and “experience in the work environment”. (Interviewee 21; Interviewee 22; Interviewee 23)

4.2.2 THE PROCESS

How can the workplace trajectory of an organisation be described?

The housing trajectory of OC&C in Het Groothandelsgebouw is characterised by the previous housing trajectory for their office at the Boompjes in Rotterdam (Interviewee 21; Interviewee 22; Interviewee 23). A timeline of the OC&C housing trajectory is shown in Figure 4.12.



Figure 4.12 Timeline OC&C Housing trajectory (own work, based on information from interviews and documents)

Multiple organisations are involved in the process of implementing the workplace strategy and creating a workplace concept (Interviewee 22; Interviewee 23). The project management organisation, the organisation, and the architect are the most important stakeholders in the housing trajectory. All stakeholders have different roles within the project, including decision-making, managing, and designing. All three roles are significant in the process. In Figure 4.13 below a simplified relation diagram with stakeholders can be found.

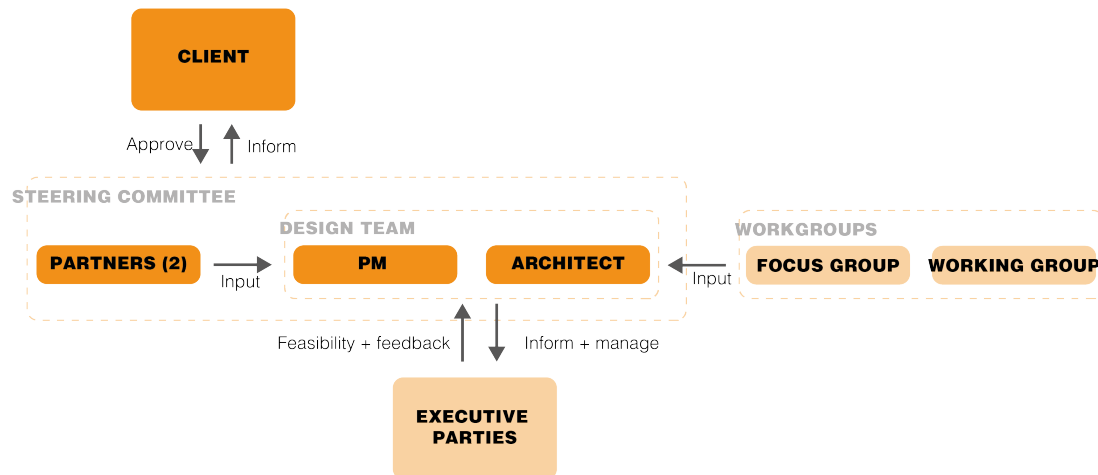


Figure 4.13 Relation diagram stakeholders OC&C housing trajectory (own work, based on interviews and documents)

Five different stages were completed for OC&C's workplace trajectory: Location, initiation, sketch design (SD), preliminary design (PD), and definitive design (DD), shown in Figure 4.14. When OC&C split from EY they had to find a new location. Together with the architect, OC&C looked at new places where they could permanently stay (Interviewee 23). When they began searching for a space, it had to satisfy several criteria, including being centrally located in Rotterdam (Interviewee 22; Interviewee 23), having an open floor plan for potential design changes, and having room to grow (Interviewee 24). In the meantime, they hired a project manager to guide them through the next four phases. During the initiation phase and sketch design working groups, all partners, and the design team were involved in the process. This means that the architect conducted interviews and workgroups with all the partners (Interviewee 21; Interviewee 23). After the sketch design was approved by all partners the preliminary design and definitive design started. Both processes were guided by the steering committee which also made all the decisions. However, presentations were given to partners for approval. (Interviewee 23). Furthermore, the design team did present their designs to the whole office, but that was to inform and not to solicit input (Interviewee 23; Interviewee 21).

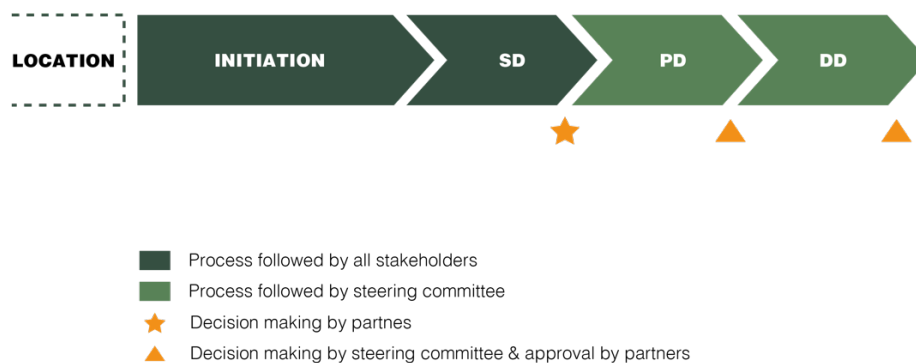


Figure 4.14 Phasing, involved stakeholders and decision makers in the OC&C housing trajectory (own work, based on interviews)

The current housing trajectory was a stripped-down version of the previous one because the previous one was only five years ago (Interviewee 22). For this case, a more stripped-down version means that mostly the partners and workgroups (consisting of partners) have been involved in the process (Interviewee 23; Interviewee 21). Thus, employees were not involved in the decision-making process. However, input from surveys, interviews, and workshops from the previous process at the Boompjes was used to create the workplace concept for the office at Het Groothandelsgebouw (Interviewee 22). Additionally, the architect already had done several projects for OC&C by then, so the architect already knew the organisation and its values and requirements well (Interviewee 23).

4.2.3 EXPRESSIONS AND EXPERIENCE

How are the characteristics of the workplace strategy translated into the current design?

There are several different expressions of the workplace strategy that stand out for OC&C. Most of them are physical such as greenery, art, and different sizes of meeting rooms (Interviewee 21; Interviewee 22; Interviewee 23), but some of them also have a relation with experience and appearance e.g., climate control, soundproofing the office and the luxury and warm feeling of the office (Interviewee 21; Interviewee 22). The physical expressions are equally important as the experience since they strengthen each other. It is about the total image (Interviewee 22).

The different sizes of meeting rooms resulted from two different causes. The first cause was that there was a need for more call booths due to a more hybrid working style (Interviewee 21; Interviewee 22). Figure 4.15 shows the configuration of the different sizes of project rooms. The second cause was that from experience from the previous office on the second floor, more different types of rooms were necessary (Interviewee 21). There are now two different types of rooms. Rooms where employees work and rooms where employees have meetings. All designated offices for partners are gone. That requires them to sit at flexible workstations which creates less hierarchy (Interviewee 21; Interviewee 22). The different room types and sizes resulted in a flexible and open workplace concept. This is enhanced by the glass walls which separate rooms from the walls. It is easy to contact someone in the room without disturbing the whole meeting (ethnography).



Figure 4.15 Floorplan OC&C with different sizes project rooms (Own work)

Climate and sound control were very important in the new office of OC&C. There are long and spirited meetings which require good control to prevent dozing off and headaches. The potential negative experiences of the work should not be linked to the climate-oriented performance of the building. (Interviewee 22)

At the end of the process, it was important to realize that each trajectory mentioned above differed. Moreover, if a similar process was gone through in ten years the outcome would have been different. Considering, that the world is changing and therefore new possibilities are available but also wishes and demands are changing. (Interviewee 22; Interviewee 23). That does not alter the fact that some things are learned and changed from the previous stretch. OC&C went from a very industrial look and independent image in their previous office to a warmer look and friendly, but professional, image.

“... the world is changing; you never make the same thing ten years later ... there are new chances with new possibilities in ten years.”

- Interviewee 22

EXPERIENCE

The art in the office in combination with the central core of the office creates suspense. The art has different elements of surprise (Figure 4.16), and the central core blocks the view from one side to another, thus you never know what happens around the corner. (Interviewee 22). Moreover, the central block could be described as a pleasant place to work - There is enough daylight through skylights, the call booths are soundproof, and there are different room sizes.

“The art ... it is intriguing! Look at this poster, what is that lady doing hanging off these cubes? It makes me curious, and I find it fascinating. That is one of the ways we tried to look for experience.”

- Interviewee 23

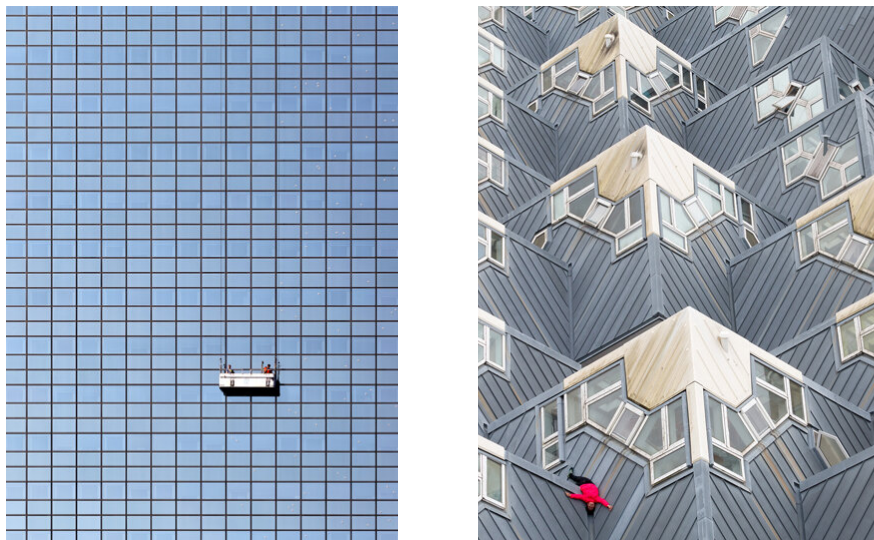


Figure 4.16 A selection of the Poster art at OC&C (Duivenbode, n.d.)

An element that gives a different experience in the office is the coffee corner (Interviewee 21; ethnography). The employees at OC&C are hard workers, as a result, it is often very quiet on the work floor. However, at the coffee corner, lively conversations are held. For clients and potential employees, it is a way for them to see what type of atmosphere there is at the office and that people are working there (Interviewee 21).

“I believe that the pantry near the entryway serves as a good indicator of the presence in the workplace because everyone entering through the door and walking through the office can see them.”

- Interviewee 21

4.2.4 DISCUSSION

How is placemaking used in the context of the organisation's workplace strategy, - trajectory, and - design?

Based on the different categories of placemaking that have been created in the theoretical background and their supporting variables and indicators in the method it can now be established how placemaking is used in workplace strategies and their trajectories. A summary of the variables of placemaking that have and have not been identified in the Dutch Police case is shown in Table 4.2.

PEOPLE

OC&C is a strategy consultant which is subject to hierarchy and market culture. Everything is gauged with the organisation's profitability in mind. Employees must perform well in a high-pressure environment. Their hierarchal structure and market culture impedes the transition towards a future workplace to be a *bottom-up process*. In Placemaking the goal of *involving a community* is twofold: 1. Gain knowledge on how the specific place works or worked 2. Create a sense of community. In the OC&C case, the community (employees) have barely been involved in the transition towards their future workplace. OC&C's previous trajectory at the Boompjes marks its current trajectory. Employee input (surveys, working groups and focus groups) from the trajectory at the Boompjes has been used for their new office in Het Groothandelsgebouw. As a result, employees were only informed about changes and decisions made for their new office. Thus, while their previous housing trajectory was very extensive with a lot of employee involvement (workshops, surveys, focus groups), the most recent trajectory was a scaled-down version. According to the architect and project manager, there were two reasons for not involving the employees as much in the most recent trajectory. The first reason was the limited time frame due to their split from Ernst & Young (Interviewee 21) and the second their previous trajectory was only a few years ago and provided enough information for the recent one (Interviewee 23). Placing OC&C strategy consultants on Arnstein's ladder of participation creates an understanding of the level of *involvement*. From the results, it has become evident that the current trajectory of OC&C is positioned on the "Informing" rung of the ladder (Figure 4.17).

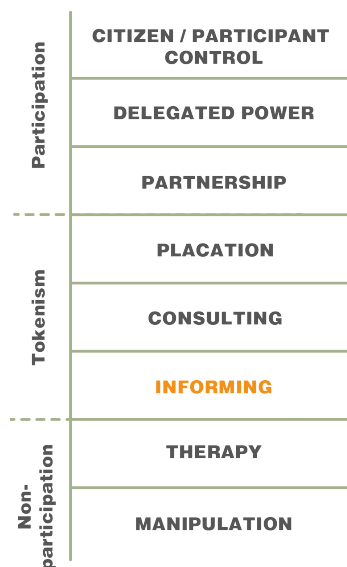


Figure 4.17 The position of OC&C strategy consultants on the ladder of participation (Own work based on Arnstein's ladder of Participation)

The second goal of involving the community is to create a sense of community. A sense of community in placemaking is created by involving the community in the process. The more people are involved, the more community feeling. Given that the current trajectory was not formed by the employees of OC&C, a sense of community has not been created through this path. However, there are two factors in the OC&C case that could imply a sense of community. The first factor is the design of the office. The design of the office is created in such a way that collaboration, gathering, and interaction are emphasized. In addition, offices for partners have been abolished to reduce the hierarchy. The second factor is the market culture of OC&C. Due to the hard-working mentality of employees and the expectations of high performance in a high-pressure environment, employees often make long hours (Interviewee 25 & Interviewee 26). As a result, employees eat breakfast, lunch, and dinner at the organisation. This is facilitated through a highly equipped kitchen. It can be imagined that employees feel a *sense of community* everyone is in the same situation and working rhythm.

The people theme of placemaking also emphasizes the importance of the involvement of a variety of stakeholders to either guide the process, share their knowledge, or fund the project. For the OC&C case, there are three different *stakeholders* that were frequently mentioned – Partners, Project manager, and Architect (Steering committee).

EVALUATION

The Evaluation theme of placemaking translates itself into the observation of spaces, it being an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. In the OC&C case the information of the previous housing trajectory was used to inform their current trajectory. Furthermore, OC&C worked from a temporary location gave them the opportunity to learn from and *observe* “good” and “bad” elements in the office. For example, having no partner rooms in their temporary office created a less hierarchal feeling (Interviewee 26). In addition, creating more and a larger variety of meeting rooms in their new office to accommodate different meeting and working types was necessary after evaluating the temporary office.

Placemaking is also an ongoing process of evaluation, creation, design, and change. However, in the OC&C case that is not directly observed. Indirectly, during the search for a new office building, OC&C has considered that they want to expand in the future. This expansion gives the chance to re-evaluate and redesign the office. Based on the findings, it does not indicate that OC&C has created an *ongoing process*.

PLACE

From a placemaking perspective, having a vision for a place must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing and a belief that it should be a significant location people want to be. The vision for the OC&C office at Het Groothandelsgebouw is very clear. The office should support flexibility with various activity-based working areas. It should radiate warmth, but also professionalism. In addition, the office is intended to be a pleasant place to work and a place where employees want to collaborate and gather. This can be linked to *sense of place*.

Projects for Public Spaces identified four cornerstones of great public places – access and linkage, sociability, uses and activities, and comfort and image. These four cornerstones can be used to link placemaking to the OC&C case.

Access and linkage

“Access and linkage” in placemaking are about connections to other locations nearby. A great public place is simple to find, simple to enter and simple to use. The location for the new workplace of OC&C is intentionally chosen for its centrality and city. The centrality ensures that clients can easily access their office from public transport and by car. Since most (strategy) consultants are based on the Zuid-As in Amsterdam, OC&C could stand out by choosing Rotterdam as their primary location. Furthermore, it fits their hard-working attitude (Interviewee 20 & Interviewee 21).

Moreover, access and linkage are also very important for the in-office space of OC&C. There is a core in the middle of the office where several types of meeting rooms are situated. Employees are now forced to walk around this core due to the route that has been constructed. The employee is thought of as travelling along this path through the office (*lively place*). Additionally, this core offers some degree of privacy and enhances acoustics (interviewee 23).

Uses and activities

The second cornerstone is uses and activities. According to this cornerstone, public places should engage people in activities. People have a purpose to visit (and go back to) an area if there is something to do there. People gravitate towards cities that are dynamic. The OC&C office is based on an activity-based working environment. It offers a variety of sizes of meeting rooms, rooms for online calls and rooms to support collaborating in smaller groups (*lively place*). The general layout of this office is based on an open floor plan in which employees work in teams. Furthermore, there are various seating options which are intended for informal contact during breaks to strengthen the connection between colleagues. The communal spaces (lunchroom, coffee corner, and room for the foosball table) create a *sense of place*, *lively space*, and a feeling of connection for employees.

Comfort and image

Comfort and image cover that a public space needs to be reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating. OC&C adheres to working environment standards by providing, for example, adjustable chairs, monitors and standing desks. Furthermore, there is a variety of seating possibilities and amenities to collaborate and meet. The workstyle concept of OC&C is a flexible one in which there is no assigned seating. This ensures that employees keep a tidy workstation. In addition to the need for a flexible office, the workplace ought to be a pleasant place to work. This is accomplished by establishing a comfortable climate (temperature), soundproofing call booths and meeting rooms, and utilising ergonomically designed furniture. An additional benefit is that the sun moves around the building, thus daylight is available at any time of day.

As mentioned before OC&C is subject to its market culture which marks the image (hard working, professional, warm). Their hard-working image is mostly observed by the silence in the office. Furthermore, they want to reflect warmth and radiate professionalism. Warmth is created with the wooden materials that are chosen for the central core and professionalism can be found in the colour scheme (whites and greys). Furthermore, the glass doors and windows between the meeting rooms and hallways show a type of transparency and sociability in the company which also indicates warmth (*feeling of community*).

Sociability

The last cornerstone is sociability. This cornerstone represents the idea that places are social spaces where people desire to gather and return. It is a place where people may be catching up with several different people and even talk with strangers. OC&C supports its sociability by providing several different communal spaces and opportunities for informal meetings. The intention is to create a place where employees want to reside for a longer period of time and feel comfortable (*Lively place*). It was observed by employees that the informal meeting spots such as benches or comfortable chairs are never used. They prefer the coffee bar or the break room to sit and have a chat (Interviewee 26).

Table 4.2 The characteristics of placemaking that have and have not been identified in the OC&C case (Own work)

	IDENTIFIED VARIABLES	NON-IDENTIFIED VARIABLES
People	<ul style="list-style-type: none"> ✓ Feeling of community ✓ Stakeholder partnership 	<ul style="list-style-type: none"> ✗ Employee involvement ✗ Employee partnership ✗ Employee not initiator
Evaluation	<ul style="list-style-type: none"> ✓ Learn from the past ✓ Design flexibility (to a certain extent) 	<ul style="list-style-type: none"> ✗ Short term experiments ✗ Evaluation of space ✗ Learned from others
Place	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Sense of place ✓ Place driven ✓ Lively place ✓ Place engagement ✓ Place attachment (responsibility) 	<ul style="list-style-type: none"> ✗ Building flexibility ✗ Form follows function ✗ Place attachment (emotional connection)

POSITION IN PLACEMAKING

Upon assessing the placemaking factors pertaining to the Dutch Police Service case, it is now feasible to situate the case within the spectrum of placemaking (Figure 4.18). The present study aims to employ Lew's (2017) placemaking continuum to evaluate the placement of the Dutch Police Service case on the spectrum of top-down and bottom-up placemaking. OC&C strategy consultants had to move from their office at the Boompjes to Het Groothandelsgebouw due to their split from EY. The split gave them the opportunity to create an office environment that fit their employee's new workstyle they gained from COVID-19. The process of change is master planned with little to no employee participation. The primary objective for their participation was because the steering committee did not have enough knowledge on certain subjects (e.g. how many dishwashers and refrigerators are necessary to accommodate the office). The transition towards their future workplace was executed very quickly and efficient, due to their eviction from the Boompjes. The market culture of OC&C ensures that market involvement, brand and theme orientation is translated into the office. As a result, a workplace is created by top-down planning and duplication, while missing authenticity and a real sense of place. Figure xxx shows the position of OC&C strategy consultants on the placemaking continuum.



Figure 4.18 Position of OC&C strategy consultants on the placemaking continuum (Own Work)

The four types of placemaking that are identified by Fingerhut and Alfasi help position the Police case based on motivation and expectations regarding social relations. In the section above it described that the motivation for this case is placed at top-down planned placemaking. The expectations for the OC&C case were predetermined – a workplace that facilitates employees to support organizational goals. For that reason, the OC&C case is positioned in the economic quadrant (Figure 4.19).

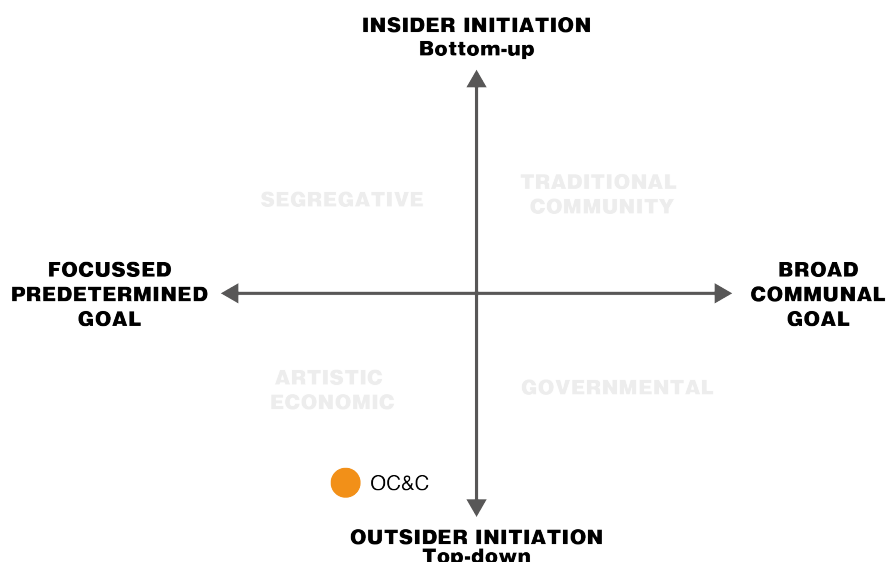


Figure 4.19 The position of the OC&C case in the four quadrants of Fingerhut & Alfasi (2023) (Own work)

4.3 CASE 3: CLIFFORD CHANCE I DROOGBAK

Around 2016, before their 20-year lease agreement ended, international law firm Clifford Chance started thinking about what should become their workplace of the future (Interviewee 31). Together with an architect, project manager and a workplace consultant, they completely renovated and modernised their current office at the Droogbak in Amsterdam (Figure 4.20). Clifford Chance occupies, with around 250 employees, four floors at Droogbak. The previous layout of the facility results in a dispersed workplace and teams, with support facilities placed where space allows. The renovated office is designed to provide a new flexible work environment that further strengthens the firm's collaboration within multidisciplinary teams and supports the vibrant culture that now exists (Interviewee 32; Interviewee 34).



Figure 4.20 Droogbak (KCAP, 2022)

The case study contains the temporary stay at the Ijsbaanpad in Amsterdam and the move to and renovation of Droogbak. Many documents are available via the graduation organisation. They are used as supporting information for the interviews that are held at Clifford Chance. During the graduation period, a guided tour from the asset manager was given and there was the opportunity to work on the research at the Droogbak for several hours. This made observation of the work environment possible.

Interviewee 31: Project manager

Interviewee 32: Manager Partnership Management

Interviewee 33: Architect

Interviewee 34: Facility Manager

Interviewee 35: Human Resources Manager

Interviewee 36: Candidate Notary

4.3.1 CHARACTERISTICS

How can the workplace strategy of an organisation be described?

Clifford Chance is one of the top law firms in the world with resources over five different continents. As a single, globally integrated partnership, they see themselves as approachable, friendly, and with a team-oriented working style (Interviewee 35). They have different clients from different sectors for which they strive to give the best legal guidance possible, combining the Firm's international standards with in-depth regional knowledge (Clifford chance, 2023; Interviewee 32; Interviewee 34).

They strive to be an ambitious law firm which at the same time radiates innovation (Interviewee 31; Interviewee 32; Interviewee 34; Interviewee 33; Interviewee 35). Their ambition shows, amongst others, in their long working hours (Interviewee 34) and their innovation can be seen in their informal clothing style (Observations), team-based working and flexible workplaces (Interviewee 31; Interviewee 34).

Resulting from the first phase of the workplace trajectory of Clifford chance several business drivers had been created (Interviewee 31). These objectives support Clifford Chance in the decision-making process and create a clear overview of what the workplace strategy should look like.

- **Staying ahead of the competition in a rapidly changing market** – A greater need for innovative solutions and ability for cross-collaboration.
- **Attraction and retention of top talent** – Staff expectations are changing.
- **Attracting top clients** – Providing an excellent and memorable client experience is key.
- **Cost control** – avoiding increases in real estate costs.

4.3.2 THE PROCESS

How can the workplace trajectory of an organisation be described?

As mentioned in the introduction, the housing trajectory started in 2016 when Clifford Chance noticed their lease agreement would end (Interviewee 32). A supporting reason is an ambition to cut cost and space due to their new ambitions (Interviewee 34; Interviewee 33). A timeline is visualized in Figure 4.21 to show what different steps have been taken for Clifford Chance before diving deeper into the process.

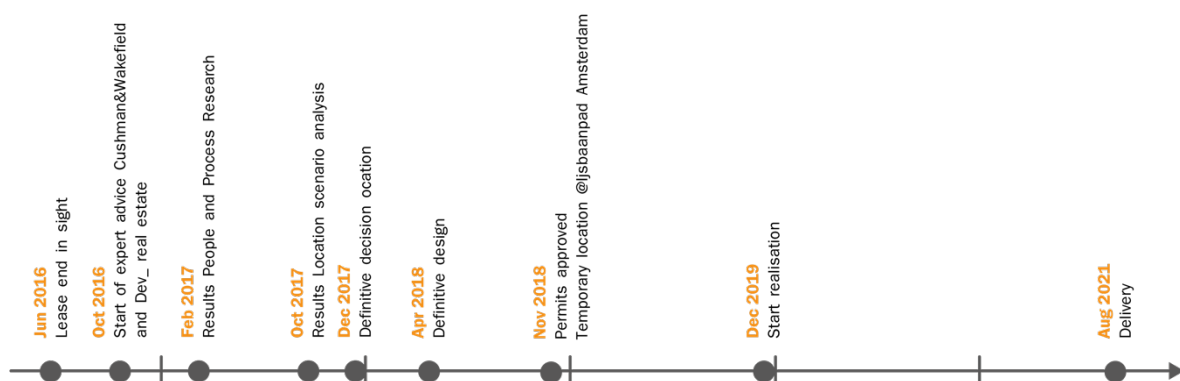


Figure 4.21 Timeline housing trajectory Clifford Chance (own work, based on interviews and documents)

In Clifford Chances working style hierarchy is very important (Interviewee 31; Interviewee 32; Interviewee 34; Interviewee 33; Interviewee 35). This resulted in a hierarchal organisation of decision-making in the housing trajectory (Interviewee 31; Interviewee 32; Interviewee 34). From the beginning of the process, a housing committee was set up that overall did the decision-making (Interviewee 31; Interviewee 32). However, the partnership (Maatschap) had to agree with the decisions that were made

(Interviewee 31). Up to a certain amount of money, the housing committee could make decisions. However, the partnership could always overrule (Interviewee 32). There was a wish that everyone had to agree with decisions that were made, but there were times when no one dared or desired to decide due to the hierarchy (Interviewee 31). Another important stakeholder in the decision-making process was the owner of the building. Clifford Chance rents the building and is therefore constrained by the landlord's ambitions and goals for the building (Interviewee 33; Interviewee 32).

The housing committee got input for their decision-making from working groups which consisted of a cross-section of the organisation (e.g., senior lawyer, junior lawyer, facility, and HR) (Interviewee 32; Interviewee 34; Interviewee 33; Interviewee 35). The workgroups were led by the project manager and design team (Interviewee 34). Different themes, that had been selected in advance based on functionality (Interviewee 33), were debated, and assessed. A delegate from the housing committee joined the work groups to create a mandate (Interviewee 31). Figure 4.22 shows an organisational diagram of the trajectory.

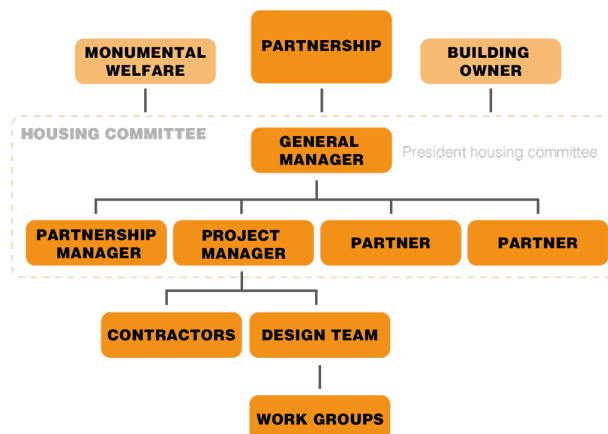


Figure 4.22 Organizational diagram housing trajectory Clifford Chance (Own work)

STRATEGY PROCESS

The employees of Clifford Chance have varying demands for the workplace in addition they are accustomed to varying workstyles, which makes it difficult to meet all conditions in the workplace (Interviewee 34; Interviewee 33; Interviewee 35). Therefore, the expert advice of Cushman&Wakefield and Dev_ real estate has been used to guide the process and provide Clifford Chance with the strategy they needed (Interviewee 31). Through a rigorous and in-depth engagement process, it was found how Clifford Chance's business goals could be achieved through the Real Estate and workplace strategy. This People and Process research can be identified with six different steps: 1) Leadership interviews, 2) workplace web survey, 3) focus group, 4) review of current space and future projections and 5) Data analysis and 6) workshop (Figure 4.23).

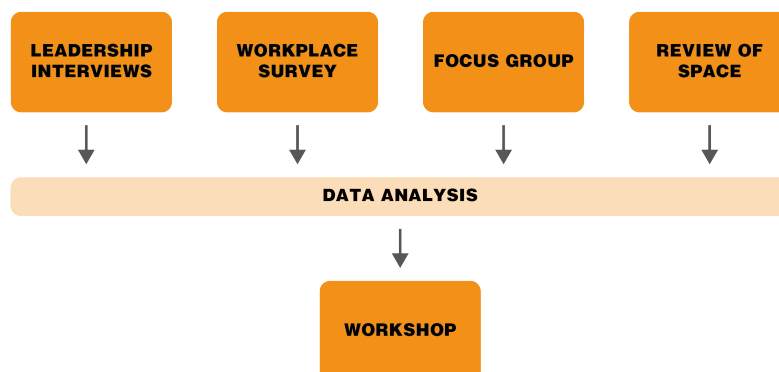


Figure 4.23 Engagement activities and data collection People and Process research Clifford Chance (own work, based on documents and interviews)

Five different categories were established to summarize the findings of the research:

- Workstyles and environment
- Attraction and retention
- Identity and culture
- Client experience
- Technology

From these findings, several recommendations were formulated. The most recurrent recommendation is to provide a more flexible office space that supports a digital workplace (Interviewee 31; Interviewee 32). The digital workplace should encourage connectivity, be intuitive and is seamless to demonstrate innovation. Furthermore, the goal of the strategy is to promote movement through the building and with that encourage connection and collaboration between teams. This is achieved by standardising the workplaces and focusing on connecting and improving shared spaces (Interviewee 31).

The conclusions and recommendations led to several implications that need to be resolved within this project. There were spatial, technology as well as behavioural implications. The spatial implications are mostly based on making a more flexible work environment with a wide range of varying space types (e.g., meeting room sizes, quiet space, reflection space, coffee lounge, hubs, well-being, workstations, etc), however due to the buildings' monumental status this is not as easy as it seems (Interviewee 33). The technological implications are about creating a digital workplace. The IT needs to be upgraded to support hybrid working practices (Interviewee 32). Lastly, new working behaviours need to be adopted to support the flexible way of working (Interviewee 34; Interviewee 35).

DESIGN PROCESS

Before the strategy could be put into practice a location scenario was to be performed to ensure that the Droogbak was able to support the strategy. The architectural firm Fokkema was hired to do a stay-or-go analysis. Fokkema and Dev_ real estate researched three different scenarios: 1) staying in the Droogbak with a light renovation, 2) staying in the Droogbak with a large renovation, and 3) moving to another office. A cost-benefit analysis, reference research, and employee research were used to back up the decision. As a result of a tight office market at the time and the unique location of the Droogbak office (Interviewee 32; Interviewee 34), it was decided that they would stay in the Droogbak. However, to support their new flexible-based strategy a drastic renovation was necessary (Interviewee 33). An overview of the complete workplace trajectory is shown in Figure 4.24

Before the renovation, it was necessary to engage Monumental Welfare to ensure that spaces could be reconfigured. To provide a baseline from which to predict future needs, the use of space was investigated. A high-level technical review of the building was conducted by identifying obstacles and early signs of the investment that needed to improve the working environment to match the expectations. In addition, the building owner's renovation architect and the architect hired by Clifford Chance worked together to produce an integrated picture. To ensure that the wishes of the user and the owner would be combined (Interviewee 33; Interviewee 32). Contrary to what the project's hierarchical structure would imply a lot of input from employees, who weren't in a workgroup, focus group or in the housing committee, was utilised to create the final product.

Employee X, a facilities officer, who routinely maintains the property, was aware of numerous problems with the workplace and present system. We ended up applying a lot of his advice.

- Interviewee 31



Figure 4.24 Visual representation of the workplace trajectory of Clifford Chance (Own work based on documents and interviews)

Clifford Chance had the opportunity to test their new strategy in the temporary office at the Ijsbaanpad in Amsterdam (Figure 4.25). During their stay at the Ijsbaanpad focus groups have been created with a cross-section of lawyers from the organisation to establish what elements of the strategy and concept work, what they should continue to do and what they should stop doing. Lawyers could register on their own to take part in the focus group. (Interviewee 32). The housing committee also had the opportunity to observe the open office concept in action at another project the architect completed. It was done to determine how it operated and how the concept felt. (Interviewee 33)



Figure 4.25 Temporary office Clifford Chance at Ijsbaanpad 2 Amsterdam (Temporary Palaces, n.d.)

4.3.3 EXPRESSIONS AND EXPERIENCE

How are the characteristics of the workplace strategy translated into the current workplace design?

There are varying restrictions on how the space can be used to accommodate the building's historical elements (Figure 4.26). The structure directs the use of space and has an impact on how Clifford Chance employees and clients interact. The restrictions of retaining walls and spaces are impeding flexibility and the desired team sizes, creating a one size fits all workspace, which was not desired.

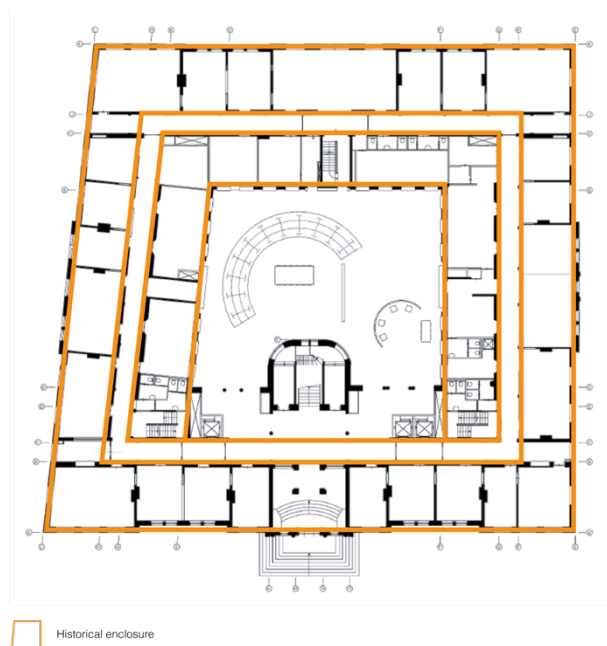


Figure 4.26 Historical enclosure Clifford Chance based on floorplan before renovation (own work, based on floorplan)

The atrium on the ground floor has been transformed entirely. What was once a stuffy old library has evolved into the focal point of the building, where employees can gather and unwind, clients can be welcomed and from there guided to their destination, and presentations for big groups can be accommodated. Furthermore, new staircases have been added to improve the connection to the different floors and through the building (Figure 4.27).

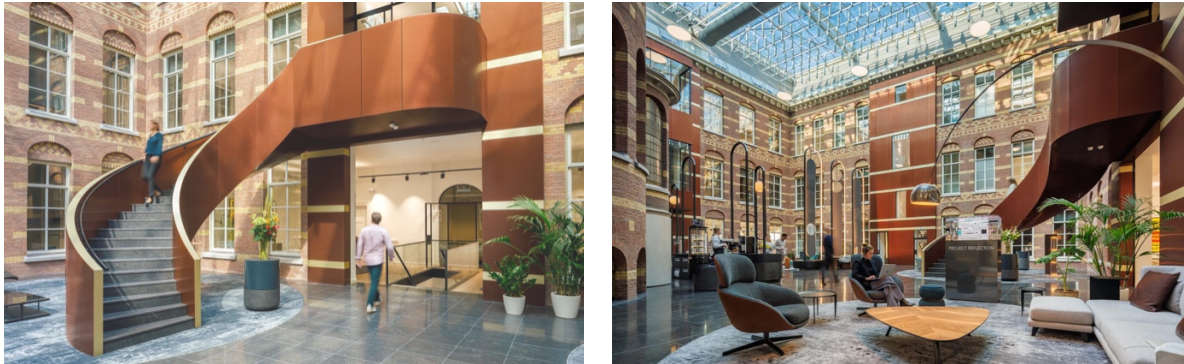


Figure 4.27 New staircases (left) and multifunctionality (right) in atrium Clifford Chance (KCAP, 2022)

For the largest part, the first and second floors remained intact. To still ensure some flexibility, rooms have been merged where possible. Second, pantries have been created and made accessible with large stairs towards the atrium. The reason for this is to create movement through the building and aid collaboration between teams (Interviewee 34). Third, call booths and brainstorming rooms have been created at the end of each hallway to support different activities during the day. Parts of these floors are rented out. This had two different, but not unrelated, arguments. The first reason is due to their new flexible and hybrid way of working less space was needed. The second reason was to cut the cost of the renovation (Interviewee 34; Interviewee 33; Interviewee 35).

Opportunities arose from the research that Monumental Welfare conducted. Contrary to expectations, the third floor turned out to be less monumental (Interviewee 33). As a result, an open floorplan could be realised where activity-based working takes centre stage. The goal for the third floor was to showcase their new strategy with open spaces and no assigned desks, several different and separated meeting rooms (call booth, brainstorm rooms, etc), and areas for relaxing such as coffee corners and seating areas.

EXPERIENCE

Overall, the Droogbak is experienced as a pleasant place to work (Interviewee 35; Interviewee 36; Interviewee 34). The possibility to sit in different settings is refreshing. Despite the working style being very hierarchic, the way people engage with one another is rather informal (Interviewee 36). This is amplified by the informal clothing style. Additionally, due to the new atrium people meet each other more often which resulted in a new tradition: the 4 p.m. coffee break. At 4 p.m. people come to the atrium to get a coffee and meet and talk. (Interviewee 36; Interviewee 31)

Due to the hierarchal working style, the strategy does not function as anticipated. Although the strategy and office layout call for flexibility, it was observed and experienced that several speciality groups and employees continue to work from the same desk each day (Interviewee 34; Interviewee 35; Interviewee 36). Which also results in the workplace becoming more personalised (e.g., with pictures, personal figurines, etc.) (Interviewee 33).

Additionally, it was discovered that junior lawyers frequently sit together rather than with seniors. To learn from more experienced attorneys and their cases, junior attorneys sit with them to discuss cases. However, this new strategy necessitates that the senior attorneys take the initiative and invite the junior attorneys to sit with them. (Interviewee 34).

For junior lawyers to learn, senior lawyers at Clifford Chance take them under their wing. Previously Juniors would sit down in an office with the seniors, but with the new flexible workplace concept, the juniors all sit together. The seniors must invite the juniors to join them since they have the deal, and they can learn something from that.

- Interviewee 34

From an architectural perspective is the experience two-sided. On the one hand, Clifford Chance wants to radiate their progressive attitude, but on the other hand, they want to preserve the monumental feeling of the Droogbak (Interviewee 33). This manifests itself in for example the colour theory of the walls and details such as doorposts in combination with the new and improved ICT and light, acoustics, and temperature control.

In addition to having a very monumental and classic appearance, they wanted to combine the building with integrated high-end technology, so it had to be modern in that respect too.

- Interviewee 33

4.3.5 PLACEMAKING

How is placemaking used in the context of the organisation's workplace strategy, -trajectory and -design?

Based on the different categories of placemaking that have been created in the theoretical background and their supporting variables and indicators in the method it can now be established how placemaking is used in workplace strategies and their trajectories. A summary of the variables of placemaking that have and have not been identified in the Dutch Police case is shown in Table 4.3.

PEOPLE

Clifford Chance is a law firm that is subject to traditional and conservative culture. The organisation is governed by a number of regulations, all of which must be strictly adhered to. They employ a top-down management approach, in which a small group of people at the highest management level decide how the business will be run. Employees have little control over how the business is run and information flows down. The traditional and conservative culture influences and impedes a *bottom-up process* in placemaking.

In placemaking the goal of *involving the community* is twofold: 1. Gain knowledge on how the specific place works or worked 2. Create a sense of community. The employees of Clifford Chance were involved in the transition towards their future workplace. However, only a cross-section that represented all departments of the organisation were allowed to take part. Working groups have been created to talk about several themes such as furniture and events. The results that came from these working groups were discussed and decided upon by the housing committee. The conclusions from the housing committee were presented to the Maatschap who is responsible for the final decision making. It was found that the input from employees was used, however, more often overruled. Placing Clifford Chance on Arnstein's ladder of participation creates an understanding of the level of *involvement*. It seems like Clifford Chance can be placed on the "Consulting" rung. There is no certainty that employees' concerns and ideas are considered since it was found that they are more often overruled. The methods used in the case can be matched with those mentioned in the ladder. The case uses working groups and surveys to obtain information from their employees. This corresponds to the methods used for the "Consulting" (survey) and "Placation" (focus groups and working groups) rung of the ladder. Since most of the features match the "Consulting" rung, Clifford Chance is positioned there.

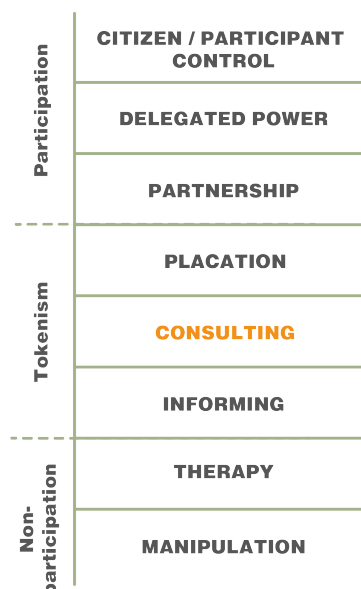


Figure 4.28 Position of Clifford Chance on the ladder of participation (own work based on Arnstein)

The second goal of involving the community is creating a sense of community. Clifford Chance has used three different methods to create a sense of community. The first method is involving and includes their employees in the transition towards a future workplace. Their involvement translates into the working groups and the inclusion is preparing them for their new working style and arrangement. Clifford Chance organised events such as price questions but also kept them included by sending regular emails with updates. The second method is their physical design. Including a new staircase which strengthens the journey and connection and the coffee corner in the atrium and more pantries have been realised to enhance collaboration and informal meetings. This indicates that Clifford Chance wants to enhance their *feeling of community* and connection between employees. The third method is their company culture in general. It's common to think that status comes first and is the goal in law firm cultures. It has a framework that emphasises competitiveness and going above and above for the benefit of their practice. It is true that the employees of Clifford Chance work hard, however, from the interviews it became apparent that employee well-being, collaboration between employees and their social relations are very important.

The people theme of placemaking also emphasizes the importance of the involvement of a variety of stakeholders to either guide the process, share their knowledge, or fund the project. For Clifford Chance, there are five different stakeholder groups that were mentioned frequently during the interviews – Architect, Project manager, Housing Committee, the Maatschap and employees.

EVALUATION

The Evaluation theme of placemaking translates itself into the observation of spaces, it being an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. Clifford Chance set out a survey and constructed working groups to collect data on how the current workplace is performing and what the needs, preferences and wishes are for the new workplace. The temporary location gave the opportunity to test their new flexible working strategy. In addition, it gave the opportunity to go and use less paper, thus have less storage room. (*You can see a lot by observing*).

Placemaking is also an ongoing process of evaluation, creation, design, and change. However, in the Clifford Chance case that is not directly observed. During the transition towards a future workplace, evaluation, creation, and designing took place. After the project was delivered the process was finished. Based on the findings, it does not indicate that Clifford Chance has created an *ongoing process*.

PLACE

From a placemaking perspective, having a vision for a place must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing and a belief that it should be a significant location people want to be. The vision for the Clifford Chance building was very clear. The monumental character should be preserved, but it should also reflect innovation. The vision for the strategy entailed the workplace being flexible, innovative, and welcoming. The building's monumental status had to be taken into consideration when the strategy was put into practice. The context of the building was therefore very important. (*Have a vision & place vision*)

Projects for Public Spaces identified four cornerstones of great public places – access and linkage, sociability, uses and activities, and comfort and image. These four cornerstones can be used to link placemaking to the Clifford Chance case.

Access and linkage

“Access and linkage” in placemaking are about connections to other locations nearby. A great public place is simple to find, simple to enter and simple to use. At the beginning of their transition towards a future workplace, Clifford Chance hired Fokkema to do a stay-or-go analysis. As a result of the tight office market at the time and the unique location of the Droogbak office, they decided to stay. The location of the Droogbak is in the centre of Amsterdam next to the train station. Due to its central location, it is more difficult to access the Droogbak by car, however, a parking facility is provided opposite the building. (*Place vision*)

Access and linkage are also very important inside of the building. Several staircases connect the floors to each other. To improve the access to several floors a large stair has been added in the atrium. Furthermore, since the atrium is in the centre of the building all hallways go around the atrium and connect the offices with each other. This makes the building easy to use and intuitive (*Sense of place*).

Uses and activities

The second cornerstone is uses and activities. According to this cornerstone, public places should engage people in activities. People have a purpose to visit (and go back to) an area if there is something to do there. People gravitate towards cities that are dynamic. Clifford Chance now offers a variety of meeting spaces, call rooms, and workplaces to support their employees (*Place vision*). Their new open and flexible work area on the third floor reflects this the best. Although the strategy and office layout call for flex workplaces and working flexibly, it was found that it is not used the way it is intended. Employees continue to work from a fixed desk each day. However, this also results in workplace personalisation (*Create a place not a design*). As mentioned before, is the atrium the centrepiece of the Droogbak. This has become a place where people come together to informally meet. The 4 p.m. coffee break is put in place to allow for employees with different specialities to come together (*Create a place not a design & Sense of place*). In addition, the atrium fulfils multiple purposes. It can be used as a place to meet for coffee, a large presentation room and services as the reception room for clients and guests.

Comfort and image

Comfort and image cover that a public space needs to be reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating. Clifford Chance adheres to working environment standards by providing, amongst others, adjustable desks, external screens (with docking stations to connect), adjustable chairs, etc. Furthermore, there is a variety of workplaces and amenities to collaborate and meet.

As mentioned in the people section of this chapter the employees of Clifford Chance work hard to achieve corporate goals. From the interviews, it became evident that an informal working style in combination with hard work fits their image the best. This is also represented in the design of the office. Instead of the usual cubicles and little rooms an open floor plan has been created and a flexible strategy is implemented.

Sociability

The second cornerstone is sociability. This cornerstone represents the idea that places are social spaces where people desire to gather and return. It is a place where people may be catching up with people and even talk with strangers. Clifford Chance supports sociability by providing several different communal spaces and opportunities for informal meetings. The atrium is the main provider. Clifford Chance wants to create an environment where employees want to reside for a longer period of time, feel and work comfortably and enhance their informal working style. It was observed that smaller informal meeting spots such as the pantries were barely used by employees. However, the big atrium is extensively used by employees for the good coffee and meeting to have a chat with a colleague.

Table 4.3 A summary of the identified and non-identified variables of placemaking in the Clifford Chance case (own work)

	IDENTIFIED VARIABLES	NON-IDENTIFIED VARIABLES
People	<ul style="list-style-type: none"> ✓ Employee involvement ✓ Feeling of community ✓ Stakeholder partnership 	<ul style="list-style-type: none"> ✗ Employee partnership ✗ Employee not initiator
Evaluation	<ul style="list-style-type: none"> ✓ Learn from the past ✓ Learn from others ✓ Design flexibility (to a certain extent) 	<ul style="list-style-type: none"> ✗ Short term experiments ✗ Evaluation of space
Place	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Place driven ✓ Form follows the function ✓ Lively space ✓ Place attachment 	<ul style="list-style-type: none"> ✗ Building flexibility ✗ Sense of place

POSITION IN PLACEMAKING

Upon assessing the placemaking factors pertaining to the Clifford Chance case, it is now feasible to situate the case within the spectrum of placemaking (Figure 4.29). The present study aims to employ Lew's (2017) placemaking continuum to evaluate the placement of the Clifford Chance case on the spectrum of top-down and bottom-up placemaking. The end of the lease contract was the cause for Clifford Chance to evaluate their current workplace. The process of change is characterised by a master planned process with the input of employees to support their new workplace. The primary objective for their participation was to gain an understanding of their preferences, however, their input was often overruled. As a result, the role of the employees was more a consulting one. The traditional but innovative nature of Clifford Chance ensures that there is a mix of semiotics. On the one hand the traditional working style has remained largely the same – junior attorneys learn from the more senior attorneys. On the other hand, a more informal working environment has been created – informal clothing, atrium, open floor plan. Based on what is mentioned before in this section, the position of Clifford Chance on the placemaking continuum is determined (Figure 4.29)

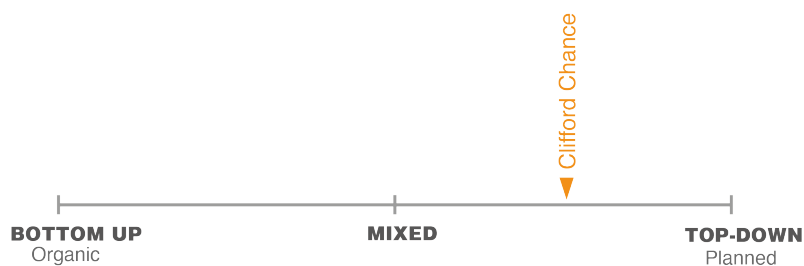


Figure 4.29 The position of the Clifford Chance case on the continuum of placemaking (own work)

The four types of placemaking that are identified by Fingerhut and Alfasi help position the Police case based on motivation and expectations regarding social relations. In the section above it is described that the motivation for this case is a mix between top-down and mixed placemaking. The expectations for the Clifford Chance case are twofold. On the one hand there is a predetermined goal of meeting organizational goals. On the other hand, there is a broad communal goal to create a workplace that is comfortable and pleasant place to work and a place where employees want to go to. For the Clifford Chance case there is a lot of employee involvement, however their conclusions and input are often overruled by the housing committee or the Maatschap. Based on this information the Clifford Chance case can be positioned on the governmental quadrant of placemaking (Figure 30)

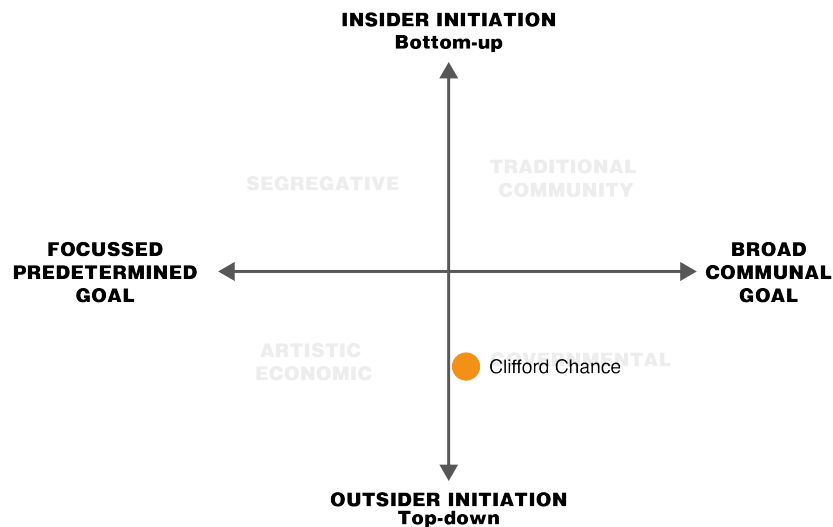


Figure 4.30 The position of the Clifford Chance case in the four quadrants of Fingerhut and Alfasi (2023) (own work)

5. CROSS CASE ANALYSIS

To identify differences and similarities between the various characteristics in the three examples, the findings of each case are cross-examined. This advances the research's general understanding of how placemaking is used as a tool in the transition to a future workplace. Sub question four and five will be comparatively assessed.

5.1 CHARACTERISTICS

How can the workplace strategy of an organisation be described?

All similarities and differences are summarized in Table 5.1.

5.1.1 DIFFERENCES

There is a clear difference in market position and organisational purpose between the organisations. As a result, the objectives for the workplace strategies change. The police want to cut operating costs and boost social returns at the same time, but OC&C is more concerned with projecting a professional image and encouraging a flexible work environment. Clifford Chance aspires to set itself apart from the competitors by encouraging teamwork and informal working environments.

Although technology is important in all three cases, the police and Clifford Chance emphasise it more. The police intend to build accommodations that are future-proof since they are aware of how digitalisation will affect their operations. To promote connectedness and innovation, Clifford Chance suggests flexible office space that can accommodate a digital workspace.

5.1.2 SIMILARITIES

Apart from the differences in workplace strategies between the different organisations. Two main similarities can be identified. The organisation's workplace strategies are aimed to be flexible. All three organisations emphasize the importance of a flexible work environment. Clifford Chance also recommends a flexible office space to support a digital workplace.

Additionally, all three organisations value collaboration and teamwork. While Clifford Chance encourages movement within the building to foster connection and collaboration between teams, the police want to increase the available space for collaboration. To encourage cooperation and teamwork, OC&C designed open workplaces and a range of meeting rooms.

Table 5.1 Similarities and differences in characteristics between National Police, OC&C and Clifford chance (own work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Project manager	<ul style="list-style-type: none"> • Hybrid • Flex working • Facility based 	<ul style="list-style-type: none"> • Collaboration (team based) • Hybrid working • Flexible workplace 	<ul style="list-style-type: none"> • Gathering • Hybrid and digital workplace • Flexibility; activity-based working
Architect	<ul style="list-style-type: none"> • Collaboration • Journey • Gathering • Place to work for everyone • Hybrid / flexible 	<ul style="list-style-type: none"> • Collaboration • Dynamic • Hybrid working • Location oriented • Activity-based working 	<ul style="list-style-type: none"> • Traditional • Flexible workplaces
Manager(s)	<i>Manager 1:</i> <ul style="list-style-type: none"> • Gathering and collaboration • Flexible workplace concept • Place for every one of the Dutch Police Service 	<ul style="list-style-type: none"> • Good appearance • Team based working • Flexibility • Activity-based working • Pleasant place to work (Climate control, light, sound) 	<i>Manager 1:</i> <ul style="list-style-type: none"> • Enhance and support collaboration • Innovation • Hybrid, but support office working

	<ul style="list-style-type: none"> • Scrum or agile based working <p><i>Manager 2:</i></p> <ul style="list-style-type: none"> • Open • Approachable • Collaboration • Flexible workplaces 	<ul style="list-style-type: none"> • Location oriented 	<p><i>Manager 2:</i></p> <ul style="list-style-type: none"> • Flexibility • Intended as activity-based working <p><i>Manager 3:</i></p> <ul style="list-style-type: none"> • Collaboration • Flexible workplace concept
Employee	<ul style="list-style-type: none"> • Team based • Flexible 	<p><i>Employee 1:</i></p> <p><i>Employee 2:</i></p> <p><i>Employee 3:</i></p>	<ul style="list-style-type: none"> • Intended as flexible • Traditional • Meeting and gathering
Internal reports	<ul style="list-style-type: none"> • Flexibility and future-proofness in housing; • Flexibility in work processes; • More space for collaboration • Better assurance of confidentiality through uniform zoning of the police building 	<ul style="list-style-type: none"> • Green and welcoming • Dispersed collaboration spaces • Activity based working 	<ul style="list-style-type: none"> • Flexible workstyles and environment • Attraction and retention • Identity and culture • Client experience • Technology and digitization
Observation	N/A	N/A	N/A

5.2 PROCESS

How can the workplace trajectory of an organisation be described?

In the cross-case analysis between the Dutch Police Service, OC&C Strategy Consultants, and Clifford Chance, it is possible to identify similarities and differences regarding their process (Table 5.2)

Overall, the three cases share similarities in terms of the involvement of stakeholders, the use of focus groups or surveys to understand the needs of the users, and the iterative process of design and implementation based on feedback from users. However, they differ in terms of the specific details of the organizations involved and the trajectory of the housing process.

The most important difference is the mandate employees eventually had. For the OC&C case employees had limited input into decision-making processes and were expected to follow the outcomes without much feedback. While at Clifford Chance and the Dutch Police Service the employees have a more significant role in decision making and are encouraged to provide input and feedback. In case of the Dutch Police Service most decisions were made based on the input from the visitors and residents, while at Clifford Chance input or ideas sometimes were rejected or overruled.

Table 5.2 Side by side comparison of the process from different perspectives on The National Poliec, OC&C, and Clifford Chance (own work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Initiation	<ul style="list-style-type: none"> • Reduction of cost and real estate • Centralisation of PDC 	<ul style="list-style-type: none"> • Split from Ernst and Young • Location research by hired architect 	<ul style="list-style-type: none"> • End of the lease contract in sight • Potential new location research
Strategy	<ul style="list-style-type: none"> • Visitors and Residents research to define needs and preferences • Focus groups to determine objectives • Decision making done by administrative table, but input is validated 	<ul style="list-style-type: none"> • Input from the previous trajectory used to create a strategy • Steering committee made the final strategy 	<ul style="list-style-type: none"> • Input from several sources including employees • Housing committee set up for decision making, input is considered • Architect is hired to create design
Design	<ul style="list-style-type: none"> • Focus groups and working groups test mock-up designs • Intention to create a journey through the building • Decisions made by administrative table, but input is validated 	<ul style="list-style-type: none"> • Mood boards are created • Design is made by Architect • Input by selected employees (HR and secretary) • Partners in steering committee decision-makers 	<ul style="list-style-type: none"> • Working groups have been created to collect input on design from the architect • individual employees asked for input on specific elements (location of electrics, etc) • Housing committee made final decision, input is considered, but not necessarily used.
Evaluation	<ul style="list-style-type: none"> • Evaluation of Level -2 (souterrain) in which proposals of functions are made • Evaluation of ICT and building through an online environment 	N/A	N/A

5.3 EXPRESSIONS AND EXPERIENCE

How are the characteristics of the workplace strategy translated into the current workplace design?

In the cross-case analysis between the Dutch Police Service, OC&C Strategy Consultants, and Clifford Chance, it is possible to identify similarities and differences regarding their workplace design and strategy (Table 5.3).

All three cases prioritize flexibility in their workplace design. HUB50 incorporates different zones for the public, working, and special working areas. OC&C incorporates different sizes of meeting rooms, to provide a comfortable and adaptable environment. And Clifford Chance opened the third floor for flex workplaces. All three cases offer flexible and multifunctional spaces for employees to work in. Furthermore, all three cases use colours and physical expressions to create a unique atmosphere that aligns with their brand or organisation values. The design of all three workplaces is aimed at encouraging collaboration among employees.

There are also differences. The biggest difference is the expression of the design such as room sizes, material use, types of interventions, etc. Furthermore, the police have implemented a specific floor and designed areas that are designated to innovation, while the other two cases do emphasize innovation, but necessarily physically express it.

Overall, the three cases highlight the importance of flexibility and comfort in the workplace, while also considering the specific needs and goals of the organisation.

Table 5.3 Side by side comparison of the expressions and experience from different perspectives on the National police, OC&C and Clifford Chance

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Project manager	<ul style="list-style-type: none"> • Flexible workplaces • Open atrium to support connectivity and collaboration • Connection to outside is made 	<ul style="list-style-type: none"> • Different sizes meeting rooms and workstations with different user functions • A closed-off meeting room to safeguard confidentiality • Lots of windows and temperature regulators 	<ul style="list-style-type: none"> • More focus on open floorplan • activity-based working places • Call booths very important • Changed atrium to support connection
Architect	<ul style="list-style-type: none"> • Added stairs to support the journey • Opened the façade to create a connection with outside • Team based workplaces • Souterrain with special functionalities 	<ul style="list-style-type: none"> • Open floor plan • Different sizes of meeting rooms and workstations • Well equipped cafeteria 	<ul style="list-style-type: none"> • Open flexible workplace on the third floor • First and second floor opened as much as possible • Movement through the building created
Manager(s)	<p><i>Manager 1:</i></p> <ul style="list-style-type: none"> • Organised flexibility / hybrid working • Workplaces that support collaboration <p><i>Manager 2:</i></p> <ul style="list-style-type: none"> • Innovation squares • Working zones • Souterrain with different (special) types of functions (e.g., orchestra) • No fixed places available 	<ul style="list-style-type: none"> • Dismiss hierarchy by removing partner rooms • High flexibility rate • Different meeting rooms for calling and short meetings • Central core to support different sizes meeting rooms • Art creates suspense 	<p><i>Manager 1:</i></p> <ul style="list-style-type: none"> • Atrium revised into coffee, reception, and presentation area to support connection and collaboration • Third floor has been opened up to support Flex work <p><i>Manager 2:</i></p> <ul style="list-style-type: none"> • Intended as Flex workplace but in practice did not use that way

			<i>Manager 3:</i> <ul style="list-style-type: none"> • Stairs added to create movement through the building
Employee	<ul style="list-style-type: none"> • Large team rooms for agile scrum teams • Employees rather work from home 	<i>Employee 1:</i> <ul style="list-style-type: none"> • The meeting rooms in the central core are not pleasant places to work in for a longer period • Very satisfied with the new workplace • Less hierarchy from losing partner rooms <i>Employee 2:</i> <ul style="list-style-type: none"> • Pleasant workplace • Much variation in workplaces • casual workplace <i>Employee 3:</i> <ul style="list-style-type: none"> • Open floor plan sometimes hinders confidentiality • Glass walls support connection 	<ul style="list-style-type: none"> • Flex workplace, however, not used as intended • Overall, a pleasant place to work.
Internal reports	<ul style="list-style-type: none"> • Spot plans outline the general idea of working zones, secured zones and public zones 	<ul style="list-style-type: none"> • Different sizes meeting rooms • High-end, personal, unique, spacious • Open floorplan structure 	<ul style="list-style-type: none"> • Different rooms added to support different working styles, however not sufficient (yet) • Atrium completely reorganised into gathering place • ICT support improved • First floor partially divested

5.4 PLACEMAKING

How is placemaking used in the context of the organisation's workplace strategy, trajectory, and design?

In the cross-case analysis between the Dutch Police Service, OC&C Strategy Consultants, and Clifford Chance, it is possible to identify similarities and differences regarding placemaking variables. (Table 5.6). The aim of this chapter is to systematically study the three different themes – People, Evaluation, and Place.

PEOPLE

In all three cases, it was possible to identify several characteristics of the people theme. In neither of the three cases, a bottom-up process as described in placemaking could be identified. As described in the cases and in the literature, involving the community has two different goals. One goal is to gather information on workplace preferences, needs and wishes. The other goal is to create a sense of community. From the results, it became evident that there are three factors that influenced the sense of community – employee involvement, physical design, and (corporate) culture.

In all three cases, employees were involved in the process to gather information on their preferences, wishes and needs and to create a sense of community. However, the degree to which they were involved differs. By placing all three cases on the ladder of participation the level of involvement could be determined. Consequently, the results are comparable. Table 5.4 shows an overview of the position of the cases on the ladder of participation by Arnstein. It was found that all three cases had different degrees of involvement. However, they are all placed in the tokenism area of the ladder.

The second factor is physical design. All three cases have implemented design aspects such as informal meeting spaces and amenities to enhance social connections, and foster interaction, and collaboration.

The third factor is the culture of an organisation. The culture of an organisation helps and/or hinders creating a sense of community. Since all three cases have different cultures there are not many similarities. In general, the Police have a strong feeling of community since they operate in the centre of society. OC&C's market culture supports their sense of community since their hard-working mentality makes them see that they are all in this together. The traditional, but innovative culture of Clifford Chance create a sense of community through their informal work environment. Which encourages young attorneys to collaborate with more senior attorneys.

Table 5.4 Characteristics of the people theme in different cases (Own work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Ladder			
Rung	Placation	Informing	Consulting
Physical design	Journey & zones	Break room / coffee corner	Atrium
Culture	Hierarchy	Market	Traditional & Innovative

The people theme of placemaking also emphasizes the importance of the involvement of a variety of stakeholders. In all three cases, different stakeholders were present. The stakeholders that were mentioned in all three cases were the decision-makers (e.g., partners, managers, housing committee, advisory boards, etc.), the architect, employees, and the project manager. In the Police case, an external workplace strategist was hired to help the project manager.

EVALUATION

The Evaluation theme of placemaking translates itself into the observation of spaces, it being an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. In all three cases, data was gathered and evaluated. Table 5.5 gives an overview.

Table 5.5 Overview of used methods to gather data about the current of future workplace (Own Work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Method	Survey Working groups Focus groups	Previous trajectory Business support employee	Survey Working groups Other finished projects.

Placemaking is also an ongoing process of evaluation, creation, design, and change. During the analysis of the data, it was found that a transition towards a future workplace often exists out of three different steps (Figure 5.1). These steps are identified as initiation, design, and implementation. The initiation phase is the phase in which the workplace advisor is hired and asked to create a workplace strategy, the design phase is the phase in which the workplace advisor is asked to develop the strategy into a programme of requirements which is eventually implemented into a design in the implementation phase. However, only in two of the cases, an ongoing process was found. The Dutch Police Service implemented the possibility to evaluate the building. The OC&C case chose a building in which they have an opportunity to expand and therefore an opportunity to re-evaluate their strategy.

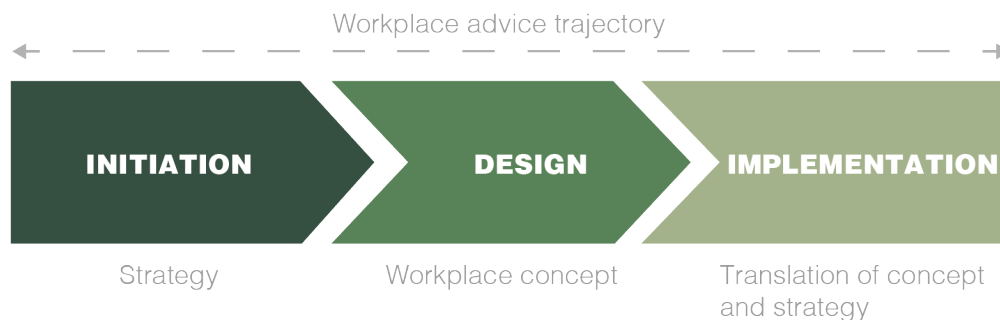


Figure 5.1 Phases from a workplace trajectory in the transition towards a future workplace identified from case studies and expert interviews (own work)

PLACE

From a placemaking perspective, having a vision for a place must include an understanding of the kinds of activities that might take place there, a belief that the area should be welcoming and appealing and a belief that it should be a significant location people want to be. In all three cases a clear vision was created. Since the cultures and objectives of the organisations differ all three visions were different.

Projects for Public Spaces identified four cornerstones of great public places – access and linkage, sociability, uses and activities, and comfort and image. These four cornerstones can be used to link placemaking to all three cases.

Access and linkage

“Access and linkage” in placemaking are about connections to other locations nearby. A great public place is simple to find, simple to enter and simple to use. The location of the office is very important in all three cases. It should be easily accessible by car and public transport. All three offices are in the Randstad. This can be linked to place vision.

As for the access and linkage in the office itself a sense of place has been established. It is about strengthening the connection between different (types) rooms to enhance the use of these rooms. Usually, the connection is from or to one of the main amenities such as the atrium at the Police and Clifford Chance or the route between the coffee corner and the break room at OC&C.

Uses and activities

The second cornerstone is uses and activities. According to this cornerstone, public places should engage people in activities. People have a purpose to visit (and go back to) an area if there is something to do there. The three different cases made sure that there are enough different meeting rooms and working facilities to give everyone a pleasant place to work. There is a variety of informal meeting spots and other amenities to engage with other people. In theory, there are enough facilities to go to (and go back to) work. In the Police case an innovation centre was added to make it more attractive to go to the office and work there.

Comfort and image

Comfort and image cover that a public space needs to be reliable and comfortable. It includes perceptions of cleanliness, safety, and the availability of seating. Based on the working environment standards from the Dutch law, all three cases adhere to a comfortable workplace.

The image of the three cases is reflected in the architectural design. For the Police case it has been taken more literal. Their main colours – blue and yellow – have been used to accentuate the walls to create a sense of place and recognition. In the OC&C case their professional image is shown in a neutral office design. For Clifford Chance their innovative image is shown in the open office design where the abolish little office rooms.

Sociability

The second cornerstone is sociability. This cornerstone represents the idea that places are social spaces where people desire to gather and return. It is a place where people may be catching up with several different people and even talk with strangers. In all three cases, the intent is to create an office that is very lively. It became evident that amenities have been created for employees to reside for a longer period and to support this lively place. Since HUB50 had not yet opened when the data collection part was finished it could not be observed if this was the case. For the Clifford Chance case and the OC&C case it became evident that the informal meeting spots such as benches are barely used by employees. However, the main amenities such as the break room and coffee bar were used extensively, and employees went there to have a chat with each other.

Table 5.6 Side by side comparison of the identified and non-identified variables of placemaking in the National Police, OC&C, and Clifford Chance case (own work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
People	<ul style="list-style-type: none"> ✓ Feeling of community ✓ Stakeholder partnership ✓ Employee involvement 	<ul style="list-style-type: none"> ✓ Feeling of community ✓ Stakeholder partnership (steering committee) 	<ul style="list-style-type: none"> ✓ Feeling of community ✓ Stakeholder partnership ✓ Employee involvement
	<ul style="list-style-type: none"> ✗ Employee partnership ✗ Employee not initiator 	<ul style="list-style-type: none"> ✗ Employee involvement ✗ Employee partnership ✗ Employee not initiator 	<ul style="list-style-type: none"> ✗ Employee partnership ✗ Employee not initiator
Evaluation	<ul style="list-style-type: none"> ✓ Evaluation of space ✓ Short term experiments (mock-up design) 	<ul style="list-style-type: none"> ✓ Learn from the past ✓ Design flexibility (to a certain extent) 	<ul style="list-style-type: none"> ✓ Learn from the past ✓ Learn from others ✓ Design flexibility (personalisation)
	<ul style="list-style-type: none"> ✗ Learned from the past ✗ Learned from others ✗ Design flexibility 	<ul style="list-style-type: none"> ✗ Short term experiments ✗ Evaluation of space ✗ Learned from others 	<ul style="list-style-type: none"> ✗ Short term experiments ✗ Evaluation of space ✗ Design flexibility (floor plan)
Place	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Place driven ✓ Sense of place ✓ Place engagement ✓ Lively place ✓ Form follows function 	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Sense of place ✓ Place driven ✓ Lively place ✓ Place engagement ✓ Place attachment (responsibility) 	<ul style="list-style-type: none"> ✓ Formulation of a clear vision ✓ Place driven ✓ Form follows the function ✓ Lively place ✓ Place attachment
	<ul style="list-style-type: none"> ✗ Place attachment 	<ul style="list-style-type: none"> ✗ Place attachment (emotional connection) ✗ Form follows function 	<ul style="list-style-type: none"> ✗ Sense of place

POSITION IN PLACEMAKING

Upon assessing the placemaking factors pertaining to the three cases, it is now feasible to situate the cases within the spectrum of placemaking (Figure 5.2). All three cases are in different positions on the placemaking continuum because of the degree of employee involvement.

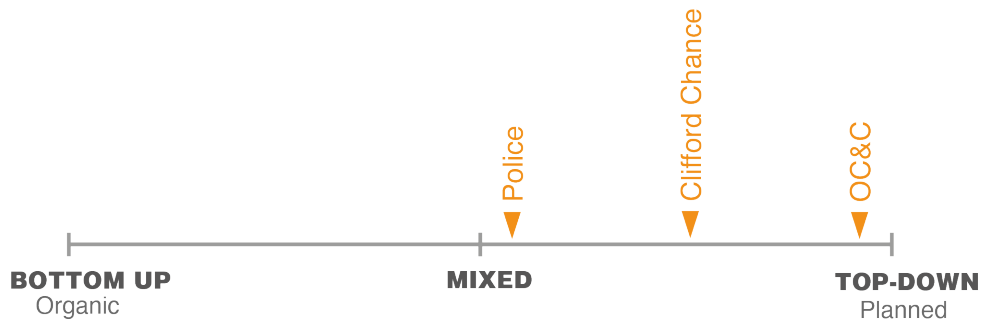


Figure 5.2 Position of all three cases on the placemaking continuum (own work)

The four types of placemaking that are identified by Fingerhut and Alfasi help position the cases based on motivation and expectations regarding social relations. Figure 5.2 shows the motivation per case. This determines the height on the y-axis. The expectations for all three cases were twofold. In all three cases, the predetermined goal was meeting organizational goals. The broad communal goal was to create a workplace that is pleasant for all employees. The position on the x-axis is determined based on the degree of involvement of the employees. Table 5.7 gives an overview of this.

Table 5.7 Overview of the position, quadrant, employee involvement and employee mandate per case (Own work)

	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Position			
Quadrant	Governmental	Economic	Governmental
Employee involvement	Survey Working groups Focus groups	Previous trajectory Business support	Survey Working groups Other projects
Employee mandate	Almost never overruled	Little to none	Almost always overruled

For all three cases, it is evident that it is not the employee, but the management layer who is the initiator of the project. Decisions are made by either advisory tables, a steering committee, or the housing committee. Furthermore, the employees were consulted throughout the information-gathering stage but were not actively involved in the project's planning or execution. The result of the positioning of the three cases in the four quadrants of Fingerhut and Alfasi is shown in Figure 5.3.

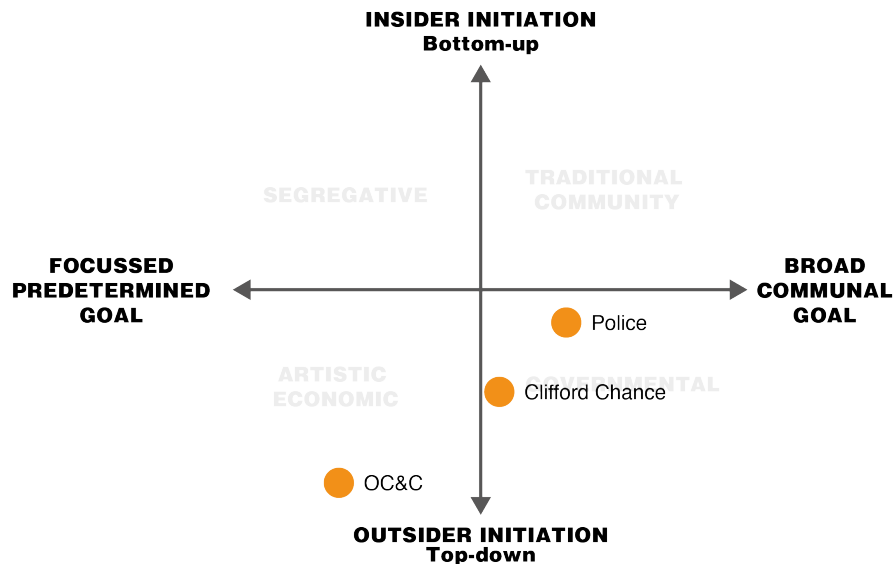


Figure 5.3 The author's positioning of the three cases in the four quadrants of Fingerhut and Alfasi (2023) (Own work)

6. EXPERT INTERVIEWS

From information gathered in the cross-case analysis different statements have been created to gain knowledge on the expert's point of view about the characteristics of placemaking in workplace advice trajectories. The goal is to find in what way the characteristics are applied already and if and how the ones that are not applied can or should be applied. Appendix C – Interview protocol expert interviews shows the interview protocol in which the different statements are formulated. Following to the three previously identified categories of placemaking – People, Evaluation, and Place – the answers of the experts are summarized.

Interviewee 41: Workplace Consultant & Project Manager

Interviewee 42: Workplace Consultant & Partner

Interviewee 43: Workplace Consultant & Project Manager

6.1 PEOPLE

All interviewees specified that a workplace is a means to an end. In which the end is specified as meeting the organisations goals (Interviewee 41; Interviewee 43). There are various reasons for an organisation to consider changes in their office, including a shift in how they operate or when the lease is about to expire (Interviewee 42).

It is agreed upon that workplace change is necessary and that employees should be involved in the process. In which the goal is twofold. One of the goals is to gain knowledge on employees' preferences and needs and the other goal is to prepare the employees for change (Interviewee 41). Interviewee 41 compares preparing for change with buying a new phone:

“I frequently make a comparison to phones. Every year, phones advance in technology, and consumers are drawn to buying a new phone every three years to stay current. However, housing can survive up to 15 years. Because of this, it is frequently exceedingly difficult for people to predict what the future holds when they have been accustomed to something for 15 years.”

People hold onto their old patterns and ways of working, so it's crucial to take employees on the journey of change and prepare them in different ways. Preparing employees for change entails a trajectory with different layers (interviewee 41; Interviewee 42), which might include organizing sessions to explain the basic principles, presentation of the design, preparation for a clean-up action, and providing a moving box with instructions. Within this trajectory team leaders and management play an important role. They are often the link if something is going to work or not (interviewee 41). Consequently, it is important that they have knowledge on their own strategies and concepts.

Input is often collected by surveys and working or focus groups, which is a small delegation from the entire organisation. Furthermore, it is important that employees are involved in the design process to ensure that the new workplace meets their needs (Interviewee 43). A pleasant comfortable and safe workplace can lead to better productivity, creativity, and employee satisfaction (Interviewee 41; Interviewee 42; Interviewee 43).

Answers to the question of whether employees actively participate in determining a workplace strategy or trajectory were typically negative. Involving all employees in the decision-making process may not lead to a result, but it is important to actively involve them in the process by setting up a focus group to listen to their feedback (Interviewee 41; Interviewee 43). The importance of employee input is once again emphasized.

Interviewee 42, however, stated that involving employees in decision-making may work for some organisations, but will not work for all organizations, depending on their goal or the size for the change. It is suggested that a core group of representatives (“criticasters” – interviewee 42) should be selected to act on behalf of the rest of the organization and have a vote in a steering committee.

“Sometimes an organisation needs to see that radical change is necessary. Often, they realise only later that they made the right choice. If this decision is put on all employees, it increases the danger that you won’t be able to turn the unwieldy ship.”

- Interviewee 42

6.2 EVALUATION

Small, temporary interventions during the implementation and creation of the workplace concept are necessary to Figure out how employees will use the space and to test theories (Interviewee 41; Interviewee 42; Interviewee 43). It can help organisations adapt to changing circumstances (interviewee 42). It is important to Figure out how employees will use the space, what their needs are, and how intensively they will use it. This information can then be included in the realization of the design (Interviewee 43). However, it is also emphasized that anticipating arguments that the strategy might expect and being able to deal with negative feedback is very important. It is noticed that the success of these interventions depends on how much time is put into the process of organizing them (Interviewee 41).

In the case of flexibility in the design all three participants agree that there should be some form of flexibility. New buildings are designed with a repetitive pattern of columns and layouts allowing for flexibility in design (Interviewee 43). Modular spaces that can accommodate different functions could support growing and shrinking teams within an organisation. That requires a uniform concept that accommodates unique identities (Interviewee 41; Interviewee 42; Interviewee 43). Flexibility can aid sustainability (Interviewee 41).

All three interviewees agree that a final design should be evaluated. Interviewee 43 states that evaluation is not necessary on a regular basis. People often resist change, so it may just take time for them to get used to a new concept or renovation. Interviewee 42 states that evaluation is done too little. It is important to embed the evaluation process within the organization itself rather than relying solely on external consultants to conduct evaluations. Interviewee 41 however, emphasises the need for a structured and consistent approach. A system to regularly monitor the outcomes of the process and make necessary adjustments to improve the process is suggested. It is recommended that all stakeholders are involved in the evaluation process to ensure that everyone’s needs and concerns are considered.

6.3 PLACE

The identity of a building should be considered during the housing advice process, especially if the building has a special status or value. If a building does not have such an identity, all three interviewees emphasize the importance of showing the identity of the organisation on the inside of the building. Furthermore, location, accessibility, and safety are very important to consider as well. (Interviewee 41; Interviewee 42; Interviewee 43)

During the housing advice process, consideration is given to how spaces are used, by whom and what the character of the space is. The program of requirements is devised by looking at the number of workspaces, meeting rooms, and special spaces required within the organization (interviewee 42). To validate the design, the sounding board group tests the space. It is important to determine which functions should be facilitated in the space, the required aspects, and what is stimulating in terms of what one sees or doesn't see. In terms of facilities, furniture should facilitate and better facilitate or even activate activities. There is a field of tension in developing something for the future because no one knows what the workplace will look like in five years (Interviewee 41). The difference in requirements is often weighted between several departments. When it comes to a very large organization, there is a distinction between the support department and the money earners, and the latter's requirements are often prioritized (Interviewee 42; Interviewee 43). The environment and space should have a clear, different character, and people should be able to come and work without being disturbed.

PART 5

SYNTHESIS

7. DISCUSSION

This study explores the use of placemaking as a new approach in corporate real estate to transition towards a future workplace. The study originates from the need for organizations to adapt to changing work patterns, technological advancements, and societal trends that affect the way people work, interact, and live. The study aims to investigate how placemaking can create a workplace that meets the needs of current and future employees and organizations.

The theoretical background of the study defines key terms such as workplace, workplace strategy and placemaking and explains how they relate to each other. The study defines the workplace as a physical, social, and cultural environment where work activities take place. The study defines a workplace strategy as the alignment of the workplace and organisational processes for the purpose of achieving corporate success. The study defines placemaking as inspiring people to collectively reimagine and reinvent spaces at the heart of every community. From this insertion in combination with the identified concepts of placemaking (philosophy, process, and tool) three different themes were created by the researcher – people, evaluation, and place. The themes describe several characteristics of placemaking that define placemaking. The themes have been used to analyse interview data for the cases and inspiration for the outline of the expert interviews. The study identifies different placemaking strategies and explains how they can contribute to a transition towards a future workplace.

The methodology of the study involves a qualitative research design that uses case studies to illustrate the use of placemaking in corporate real estate. The study has selected three case studies from different industries and analysed them using a thematic analysis approach. The study collects data from multiple sources such as interviews, observations, documents, and photographs. For this research, a multi-case study and expert interviews were conducted to find out how placemaking can help the transition towards a future workplace. The cross-case analysis provides a comparative discussion of the results of the case studies. To confirm or refute the findings in the cross-case analysis expert interviews have been conducted.

7.1 INTERPRETATION RESULTS

The findings of the study indicate that placemaking can improve employee satisfaction, well-being, and performance. Furthermore, it suggests that placemaking is a promising approach to creating a future workplace that is more human-centred. It can be concluded that placemaking can create a sense of place, identity, and community that fosters social interaction, creativity, and innovation. The study also concludes that placemaking can provide employees with a variety of spaces and amenities that support different work activities, preferences, and moods. Different workplace setups and strategies are identified that can be implemented to support placemaking, such as activity-based, and agile workplaces. The study also identifies different placemaking strategies and explains how they can contribute to a more engaging workplace.






PEOPLE

In literature, it is emphasized that creating a sense of community is important in placemaking (Projects for Public Spaces (2013a), Fingerhut and Alfasi (2023), . According to Projects for Public Spaces (2013), this is mostly achieved by involving residents and end-users in the process and facilitating amenities for them to come together. In all three cases, it was found that this was achieved through their workplace design. It should be emphasized that a physical design does not mean that a sense of community is created. However, a good design can help to create one.

The participation ladder of Arnstein (1968) has proven to be a useful tool to assess the involvement of employees and a bottom-up approach for organisations in a transition towards a future workplace. However, since this tool is often used in the public realm the tool had to be interpreted and adapted to office environments. Nevertheless, it helped structure and determine to what rung Placemaking, Corporate Real Estate Management and the three cases belong. A rung on the ladder corresponds with a degree of involvement in urban design. Table 7.1 gives an overview of the positions of placemaking. It shows the position on the ladder with the corresponding rung. It was found that they are all positioned on different rungs of the ladder.

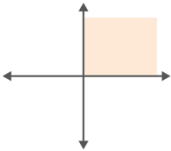
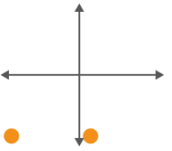
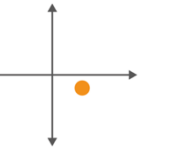
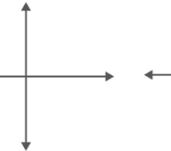

Comparing the position of the cases to the position of Corporate Real Estate Management and Placemaking on the ladder, the results are not surprising from the perspective of literature and the findings. CREM and the three cases fall into the tokenism category of the ladder. This category reflects making a perfunctory or symbolic effort to be inclusive to members of minority groups. From the cases, it became evident that there is a management layer, a board or other decision-makers that can overrule input or suggestions from employees and therefore the effort seems only symbolic. From the perspective of the experts the goal of involvement of employees is twofold – prepare them for change and gather needs and preferences and preparing them for change seems symbolic while gathering their input seems to position more in the direction of participation. The expert interviews pointed out that, the shared decision-making, that is suggested in the ladder of participation, can be used to enhance employee involvement. However, only to a certain extent. Since, involving all employees in decision-making is not feasible.

Table 7.1 Overview of the positions of placemaking, CREM, National Police, OC&C, and Clifford Chance on the ladder of participation (Own work)

	PLACEMAKING IN THIS RESEARCH	CREM	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Ladder					
Rung	Partnership	Placation & consulting	Placation	Informing	Consulting

The model of Fingerhut and Alfasi (2023) was used to determine in which quadrant CREM, and the three cases are positioned. Placemaking as described in this research has been identified with traditional community placemaking. However, by combining literature and the findings it was found that CREM as well as the three cases are not placed in this quadrant. Table 7.2 gives an overview of the positions. From the results of the cases and expert interviews, it became evident that organisations often have a predetermined goal and a communal goal. Depending on the amount of time available, the culture, and employee involvement, an organization's priority during the transition to a new workplace will vary. It is not unexpected that a public institution like the police will place a greater emphasis on achieving the communal goal since their organization is not market driven. The other two cases are market-driven and therefore positioned more towards the predetermined goal. The organizational cultures of the three cases also have proven to have an influence on the sense of community.

Table 7.2 Overview of the positions of Placemaking, CREM, National Police, OC&C, and Clifford Chance on the quadrants of Fingerhut and Alfasi (own work)

	PLACEMAKING IN THIS RESEARCH	CREM	CASE 1 NATIONAL POLICE	CASE 2 OC&C	CASE 3 CLIFFORD CHANCE
Position					
Quadrant	Traditional	Economic & governmental	Governmental	Economic	Governmental

EVALUATION

Projects for Public Spaces (PPS) (2013b) emphasizes that placemaking is to the observation of spaces, an ongoing process of evaluation, creation, designing, change, etc and subject to long-term and short-term management. Data about spaces is collected to gather information about the preferences and needs of employees. According to literature, observations helps to understand how people use the space and it will reveal how to maintain and manage them over time.

The *lighter, quicker, and cheaper* concept are often temporary inexpensive alterations that take place while more long-term projects grind through the development pipeline. In public places this includes seats, outdoor cafes, public art, striped crosswalks and pedestrian refuges, community gardens and murals. (Projects for Public Spaces, 2013b). Since the short-term alterations from the public realm cannot all be copied one-on-one, they have been altered for the office environment. In all three cases the long-term development is creation of the strategy and workplace. The short-term alterations vary per case. It includes adding temporary art and testing configurations of furniture. Experts emphasize the importance of flexibility in the design to support changing the workplace on a regular basis. Furthermore, it could be used to test mock-up designs and test theories for a longer period.

PPS (2013b) describes that great public places, great cities, and great towns are created by being flexible in administration and sensitive to the need for change. Consequently, they are subject to an ongoing process. From the expert interviews it became evident that offices can remain the same for up to fifteen years. However, placemaking as an ongoing process was observed in two out of the three cases. However, the question remains if the organisations are willing to adapt to the evaluation or going to use the situation to evaluate. The opinions from the experts on whether an office should be regularly evaluated were dispersed. However, they all agreed that there should be some degree of evaluation.

PLACE

The model of Agnew (2014) argues that place is a political, physical, and socioeconomic realities. Places are fundamental for social relations. The sense of place is influenced by social and cultural elements. The physical environment is a means to an end. Personal relations cannot exist without the physical environment.

Projects for Public Spaces (2013c) developed a tool to assess what makes a public place a “great” public place. Since this tool is meant for public places, it had to be adjusted to an office environment. The key attributes have been used as guidelines. The three cases pointed out that the goal of the physical design was twofold. The first objective is to support the work processes and the second objective is to create an environment in which employees feel a sense of place. However, since the designs are mostly created top-down they are standardized and misses authenticity, the emotional link to a place and could eventually harm the creation of a community.

According to Fingerhut and Alfasi (2023), it is described as culture turning into a consumer good that is removed from its original context. It results in the creation of urban environments that are unrelated to sense of place. These places are classified as “active urban space” despite having no distinct identity. They receive a lot of visitors. However, none of these places can foster a sense of community, genuineness, or belonging. The notion of “place” used in placemaking is one with uniqueness, history, and meaning; a place that is relevant for many people and contexts. These dispersed urban areas and office environments are the opposite of that. One of the main goals of placemaking is to seek to improve authenticity and so increase the connection between people and place.

Considering the study's findings, it is advisable to exercise caution when drawing conclusions. The present master thesis places a greater emphasis on the methodological aspects of research conduct and result analysis. Further research and empirical evidence are required to arrive at definitive conclusions. Nevertheless, this research may serve as a preliminary foundation for future research.

7.2 DISCUSSION OF RESEARCH

7.2.1 QUALITY OF THE RESEARCH DESIGN

The quality of this research is reviewed based on four tests commonly used in social science research and strategic management. In Chapter 3.5 some of the principles have been discussed and, in this section, this will be reviewed. The following principles will be considered for the empirical part of the research:

- Construct validity
- Internal Validity
- External Validity
- Reliability

CONSTRUCT VALIDITY

Validity is a concept that is used to evaluate the quality of the research. Validity is about the accuracy of the measure (R. Yin, 2018). To ensure validity two different tactics can be used – the use of multiple sources and review of the case drafts by informants. The first is the use of multiple sources of evidence. In the case study, three different types of sources have been used to collect data for the case study – documents, interviews, and observations. The second tactic is to have the draft case study report reviewed by informants. The drafts have not literally been checked by informants. However, informants have been regularly consulted on if their answers during interviews have been summarized correctly and therefore the information used was correct.

INTERNAL VALIDITY

Internal validity is mostly used in explanatory research (R. Yin, 2018). Since this research is based on exploratory research, internal validity can remain unexamined.

EXTERNAL VALIDITY

The degree of generalisation of the case study findings is evaluated for external validity. Pauwels and Mathyssens (2004) suggest while case study research cannot provide statistical generalization, it can provide ‘analytical generalization. According to Yin (2018) analytical generalization is understood as “to generalize a particular set of results to some broader theory”. In the context of this research, a general understanding of theories on the workplace, workplace strategies and placemaking is created to which the results of this study can be generalized.

RELIABILITY

Reliability is a term that shows that a study's processes may be repeated and produce the same results (R. Yin, 2018). There are two general tactics to overcome the suspicion of non-reliability in the case study – the use of a protocol and the development of a database. The first tactic is the use of a protocol in Chapter 3.2 of this research a highly descriptive explanation is given of how the case study will be conducted, how data will be collected, how cases and interviewees are selected and how data is reduced and analysed. Furthermore, an interview protocol has been created (Appendix B – interview protocol case study & Appendix C Interview protocol Expert interviews) to structure both interviews (case study interviews and expert interviews) which increases the reliability. The second tactic is to develop a database. The study systematically tried to organise the evidence in a case-based database on the server of the TU Delft. Which includes, amongst others, interview recordings and transcriptions.

CONCLUSION

Based on the reliability and validity standards, it can be concluded that all measures to ensure these components are covered by methodological methods. Nevertheless, its interpretation can be questioned despite the data's capacity to be traced back. Additionally, there could be research bias because this study was carried out by one person., this is covered in the limitation section. (Chapter 7.2.2)

7.2.2 LIMITATIONS

Since there is no ambiguous meaning of placemaking it was necessary to construct one for this research. This is based on the interpretation of literature, which can create confusion when interpreting the data. Furthermore, this self-constructed definition sometimes created confusion amongst the participants of interviews. During the interviews placemaking is not specifically questioned, but during the explanation of the interview, questions of the participants arose.

In the conclusion of section 7.2.1 was established that there might be a researcher's bias. The interviews and analysis of the interviews are executed by the same researcher, which may create bias. As a result, it cannot be ensured that different interpretations by other researchers may occur. Additionally, as the outcomes can occasionally be based on data interpretation, it is possible to talk about how the transcriptions are translated into conclusions and conceptions.

One potential confounding factor is the sample size of the case studies. The study only includes three case studies from different industries and countries, which may not be representative of the diversity and complexity of corporate real estate. The study acknowledges this limitation and suggests that future research should include more case studies and different contexts to ensure generalizability and validity.

Other factors that may have influenced the outcomes include the cultural, social, and economic context of the case studies. The study acknowledges that the outcomes of placemaking may vary depending on the industry, region, and culture of the workplace. The study suggests that future research should consider these factors and their interactions with placemaking to provide a more nuanced and comprehensive understanding of the topic.

The study focuses on amongst other things the benefits and challenges of placemaking in corporate real estate but does not address other important questions such as the cost-effectiveness, scalability, and sustainability of placemaking. The study suggests that future research should address these questions to provide a more holistic and comprehensive understanding of the topic.

Overall, while the study provides valuable insights into the use of placemaking in corporate real estate, it also acknowledges the potential limitations and challenges of the research, such as the limited sample size, subjectivity of data collection and analysis, lack of control group or comparison group, potential confounding factors, ethical considerations, and limited scope of research questions. The study suggests that future research should address these limitations and build on the findings to advance the field.

7.2.3 SUGGESTIONS FOR FURTHER RESEARCH

The study was carried out as part of the MSc final thesis and ran from September 2022 to June 2023. Thus, the scope, setting, methodology, and approach of this thesis are constrained. Consequently, it offers suggestions for further research.

The result of this research is advice on how placemaking can be used in the transition to a workplace of the future. This advice results in a timeline indicating the characterisations of placemaking. Follow-up research should be carried out to determine whether this advice can be applied in the future.

Second, future research could investigate how cultural and social factors influence the implementation and effectiveness of placemaking in different regions and industries. For example, How do social networks and interactions influence the sense of place and identity in the workplace?

Third, future research could conduct a comparative analysis of different placemaking strategies and their effectiveness in different contexts. For example, how do traditional, activity-based, and agile workplaces differ in their implementation and outcomes of placemaking? How do different placemaking strategies such as branding, wayfinding, art, lighting, and furniture compare in their effectiveness and cost-effectiveness?

Lastly, future research could adopt an interdisciplinary approach to placemaking that integrates different fields such as architecture, psychology, sociology, and environmental science. For example, how can the principles of biophilic design, positive psychology, and social sustainability be integrated into placemaking strategies? How can the environmental impact of placemaking be assessed and minimized through life cycle assessment and circular economy principles?

Overall, future research could build upon the findings of this study by addressing the gaps and limitations of the field and advancing the knowledge and practice of placemaking in corporate real estate.

7.2.4 IMPLICATIONS AND IMPACT

The implications and potential impact of the findings of this study are significant for both researchers and practitioners in the field of corporate real estate.

For researchers, the study's findings suggest that placemaking is a promising approach to creating a more engaging, productive, and sustainable workplace. The study's theoretical framework, methodology, and case studies can inform future research on the implementation and evaluation of placemaking in different contexts. The study's recommendations for future research can guide researchers in addressing the limitations and challenges of the field and advancing the knowledge and practice of placemaking in corporate real estate.

For practitioners, the study's findings suggest that placemaking can improve employee satisfaction, well-being, and performance. The study's identification of different workplace setups and strategies that can be used to implement placemaking, as well as different placemaking strategies can guide practitioners in designing and managing a workplace that meets the needs of their employees and organization. The study's recommendations for future practice can help practitioners in addressing the challenges and opportunities of implementing placemaking.

The potential impact of the study's findings is significant for both employees and organizations. For employees, the study's findings suggest that placemaking can create a more meaningful and inspiring workplace that values their well-being and creativity. For organizations, the study's findings suggest that placemaking can create a more competitive and sustainable workplace that enhances their brand image.

Overall, the implications and potential impact of the findings of this study are significant for both researchers and practitioners in the field of corporate real estate, as well as for employees and organizations. The study's findings can inform future research and practice on placemaking and contribute to a more holistic and humanistic approach to workplace design and management.

8. ADVICE

The changing workplace is a complex and dynamic environment, and it requires employees and companies alike to be adaptable and open to new ways of working and collaborating. Creating a workplace is the process of designing and planning the physical workspace and the processes that support it. It involves considering the needs of the organization and the employees and seeking to create a workspace that is conducive to productivity, collaboration, and innovation. Placemaking, or the practice of inspiring people to collectively reimagine and reinvent spaces at the heart of every community, can have a significant role in the transition towards a future workplace. Placemaking might not be the first thing that comes to mind for office developers. Companies need to establish a new kind of environment if they want to stay competitive as they work to retain top talent and explore methods to entice employees to return to the office. The characteristics of placemaking can be used in five phases of the transition towards a future workplace.

Phase 0 is the phase in which a community is created. Like in great cities and neighbourhoods, communities can express a shared sense of meaning to inspire people to embrace the mission and energy of an organisation, setting the stage for future success. Ideally, the process brings employees from every level of an organisation together to solicit input about their behaviours and practices throughout the workday. Communities of employees materialize when places are designed based on the perceptions and expectations of the workforce as well as the purpose of the organisation. The focus is on how a place can enable relationships and social connections which lead to commitment and a shared mission for a group or organization. This leads to a greater sense of attachment, happiness, and pride of place for community members. Safety, functionality, and productivity are all very important, but attachment to place, which supports a shared identity and a shared purpose, is the goal.

The first phase is the initiation phase in which it has been determined that the workplace is either underperforming or does not fit the organisation's objectives anymore. As a result, a new strategy must be created, or their current strategy must be adjusted. Employees often possess valuable operational information that should be integrated more often into strategic decision-making.

Creating and supporting a community is important in the realm of placemaking. However, it should be combined with other modes of participation to avoid overriding the input from the community. Sharing planning and decision-making responsibilities via the implementation of joint policy boards, planning committees, and impasse resolution mechanisms (hereafter, committees) should be used to distribute the power of planning and decision-making responsibilities. The committee ought to possess the power to initiate independent plans, participate in joint planning and evaluate plans that are instigated. Additionally, it is recommended that it possesses the authority to exercise veto power, whereby no proposals may be submitted until they undergo thorough review, and any divergent viewpoints are effectively negotiated. The committee should be allowed to attend meetings of those in a position of power. In the realm of Corporate Real Estate Management, it is imperative to reach a consensus on some subjects. Thus, it is recommended that a designated authority, be entrusted with the ultimate decision-making power.

The second phase is the design phase in which the strategy is translated into a workplace concept. During this phase, workplace advisors try to translate a strategy into a Programme of Requirements. For this phase the community returns to action. Information on their preferences, wishes and needs will be collected. In addition, temporary alterations should be used by workplace advisors to expand their engagement, test assumptions about the workplace strategy, and prepare employees for a change. This can be accomplished by, amongst other things, having employees test various furniture options or putting the strategy into practice in a small-scale manner. The aim is to gain a comprehensive understanding of their needs and aspirations for the office as well as for the office community. The community has the potential to foster a collective perspective around the places deemed significant to the office work culture and daily routines. This could potentially serve as a crucial factor in devising an implementation plan. Moreover, obtaining this information from employees will aid in fostering a sense of community and ownership.

The third phase is the phase in which the architect translates the workplace concept into a design. The design must reflect the organisational characteristics and the needs of the employees. Workplaces play a unique – even central – role in people's lives. Work and urban spaces succeed when they can connect people, ideas, and resources to heighten interaction and provide an engaging experience. While there will always be a need for private workspaces when people require privacy or quiet to focus, building community and connections at work requires providing a diverse set of options to collaborate. This translates into an increased need for conference rooms, flexible spaces for ideation and informal knowledge exchange and seating arrangements or amenity areas that encourage social interaction.

Getting people to visit or return to an area is all about making it an experience. This can be achieved in workplace design by creating destination points which encourage people to come together and connect in both planned and unplanned interactions. These can be reception areas, workplace cafes or central gathering places which are open, inviting and often provide amenities. These areas typically offer a variety of seating options, and are somewhat customizable to create an intuitive, thoughtful, and authentic experience and the opportunity to 'collide and connect'.

Moreover, design flexibility can prevent the need for constant modification in the strategy, concept, and design. It promotes a long-term strategy since it enables, for example, growing and shrinking teams and the ability to make (minor) changes without having to remodel the whole office. Organisations often already use design flexibility as a procedure in their strategy or Programme of Requirements. The physical change is now complete; however, the transition is not.

This research proposes to add a fourth phase in which the trajectory and the design are evaluated. Creating great places is an ever-evolving process: by assessing the workplace at various times, it is possible to keep track of past interventions. It doesn't just look for things that are not working but also considers how various areas of the room have been used through time. The information that is gathered with the evaluation, organisations can continue to re-invent the office and pursue more long-term improvements, such as removing physical barriers, altering the use of spaces, or building new structures for programming or storage. Additionally, the evaluation can be used to consider implementing current trends. Maintaining employee involvement can also make or break a project's long-term viability. The most important aspect of the process is making sure that the vision for the place always reflects the objectives of the community.

Figure 8.1 on the next page shows a visualisation of the four different phases and which characteristics of placemaking can be used in the phase and therefore the transition towards the future workplace. This timeline of phases summarises the answer on how placemaking can be used in the transition towards a future workplace. In orange, the proposed interventions are depicted and in grey the interventions that are already done.

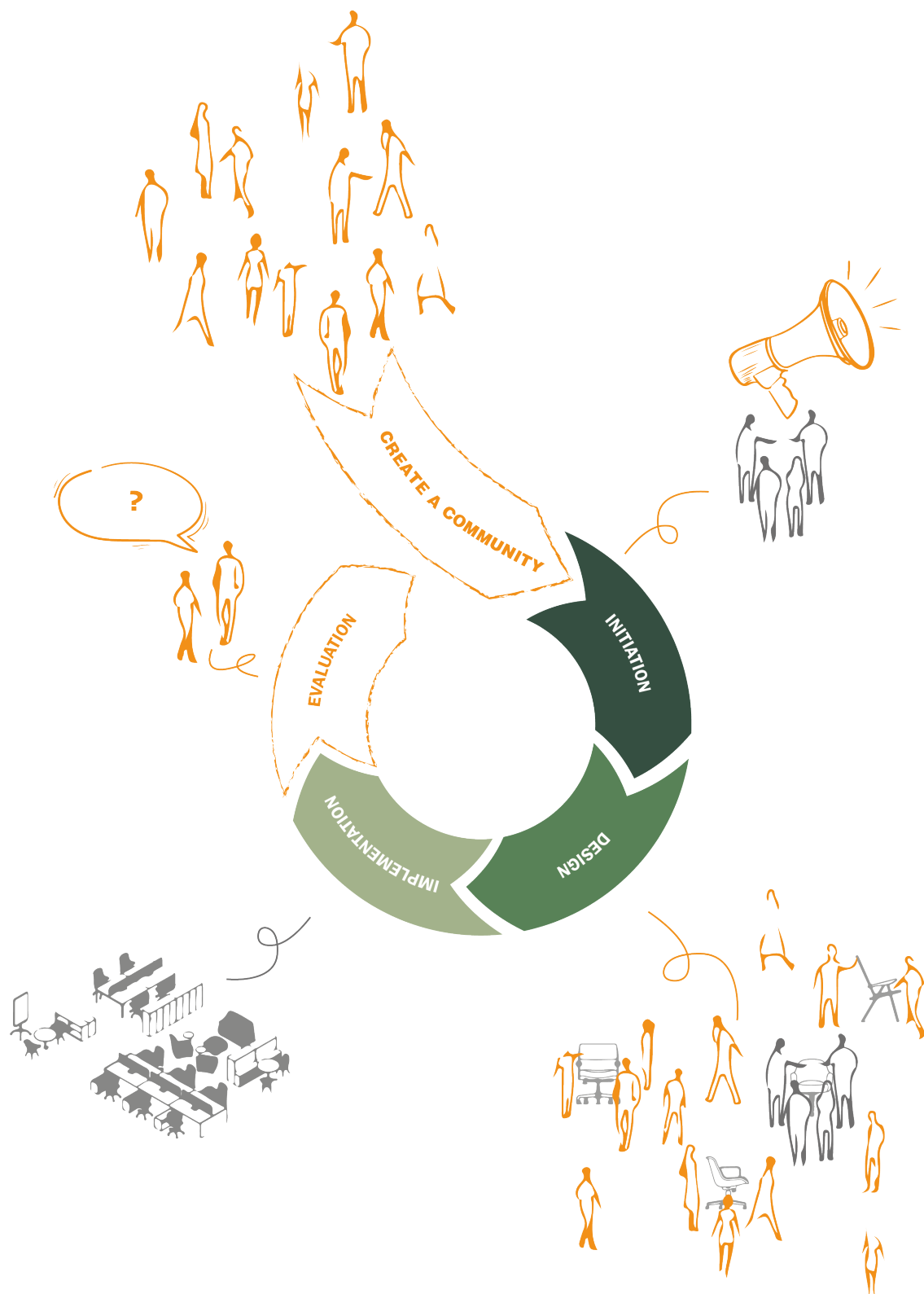


Figure 8.1 Visualisation of the four proposed phases and which characteristics of placemaking can be used in the depicted phase (own work)

9. CONCLUSION

This thesis examines the transition to a future workplace by assessing if and how placemaking characteristics are applied in three case studies. Based on qualitative research, it is examined what a workplace is and what workplace strategies are and how these unfold themselves in organisations. Furthermore, the characteristics of placemaking are determined and identified in workplace trajectories, strategies, and concepts. By combining all of this together in combination with expert knowledge it is now possible to answer the main research question:

How can placemaking help the transition to a future workplace?

Placemaking is a promising approach to creating a future workplace that is human-centred, flexible, and sustainable. The study concludes that placemaking can contribute to a more equitable, inclusive, and democratic workplace that values diversity, participation, and empowerment. The study highlights the importance of creating a workplace that is not only functional and efficient but also meaningful and inspiring to the people who use it. Putting people, their behaviours, and their social structures at the centre of the planning process is the key to making work communities that make it easy for people to connect with each other and build a sense of shared organisational purpose. Traditional ways of designing are based on balancing form and function, but placemaking starts with the culture and identities of the people who will use the place. The study emphasizes the use of a more holistic and humanistic approach to workplace design and management that values the well-being and creativity of employees.

It cannot be emphasized enough that there is **no one size fits all solution** and that this suggested advice is **not the key to a seamless transition towards a future workplace**. Overall, this study contributes to the growing body of knowledge on placemaking and its potential to transform the workplace of the future. By providing a theoretical framework, methodology, and case studies, this study offers practical insights and recommendations for researchers, practitioners, and policymakers in the field of corporate real estate. Moreover, this research provides inspiration, presents challenges and opportunities of past transitions, and developed a way to identify and visualise placemaking characteristics. All these elements combined can be used as guidelines by whoever guides a transition towards a future workplace.

PART 6

REFLECTION

10. REFLECTION

For the first time in the MSc Management in the Built Environment, there was a possibility for students to choose between eight different themes. All themes had different, but sometimes overlapping topics. My interest in this specific theme sparked when during the presentations on “user perspective” the combination between management and design was introduced. This seemed the perfect opportunity to combine my personal interest in spatial design, workplace performance and workplace advice.

The alignment between organisation values and resources was taught during the course Real Estate Management (REM). This course corresponded with my interest in workplace performance and workplace advice. The Urban Redevelopment Game reintroduced me to the phenomenon of Placemaking. I already got introduced to the topic, during my Bachelor of Architecture. That made me think, is it possible to combine both my interests – placemaking (spatial design) and workplace performance?

The question I attempted to answer over the course of last year was: “How can placemaking help the transition towards a future workplace?”. As mentioned before this topic combines real estate management with design. However, I found that there were also aspects of anthropology and psychology in this research. This multidisciplinary intrigued me, but it also made my research complex. I noticed that I lacked knowledge in the social sciences to adequately address some aspects of this topic. Thorough literature research filled in my knowledge gaps, but it was difficult and even unsettling not being familiar with the academic tradition in these fields. As I looked at how workplace strategy is applied in the actual workplace, the study issue did relate to other fields with which I was already familiar, such as architecture.

I got the opportunity to investigate my subject at Dev_ real estate. Their organisation provided me with essential feedback and fitting projects. Since my subject is a little controversial and has never been researched before in the area of real estate (management), I was not surprised that most managers I spoke with were unaware of this topic. The ones that knew Placemaking, knew it as governmental Placemaking, which is not the version I was researching. Which makes this topic even more relevant. During my internship, I found it intriguing to observe how managers both in the public and private sectors strive to create the “best workplace” for their employees. The scope of corporate real estate is only now genuinely beginning to dawn on me. Which encourages me to pursue this line of work in my future professional career.

The future can never be accurately predicted. However, almost every person has experienced working from home due to the pandemic. With increasing globalization, technological developments, and changing needs and preferences of several different generations as a result, I feel like Corporate Real Estate Management has become increasingly important. Since the pandemic affected so many people it makes this topic relatable and relevant. Findings from this research could add a new perspective to CREM by emphasizing the employee’s perspective, the importance of flexibility (at the same time future proofness), and evaluation.

METHOD

From the start of the process, it was evident that I wanted to engage with people and therefore wanted to conduct interviews. The coding process had its advantages, but also disadvantages. The number of code groups sometimes made me lose the goal of what I wanted to find versus what I needed to find. However, after restructuring my mind and taking a step backwards in my research I regained structure and could move forward. It also made me realize that I had never done something like this before thus it was really a process of trial and error.

In hindsight, given the scope and time given for this research, interviews were the best way to conduct this research. It allowed me to get the answers I needed. Unlike the answers that are collected in surveys, during interviews it is possible to observe people’s tone and posture. In retrospect, looking at posture was a little too advance for me since I am not an experienced researcher.

PROCESS

I think most feedback on my research was about the operationalization of placemaking. What was the definition of it and how could I make it measurable? In the end, I think I created a clear definition of placemaking. I spend a fair amount of time on this and to be completely honest confused myself in the process.

I have experienced the process of writing my thesis generally with ups and downs. I have been overwhelmed with information and put in a lot of time, effort, and dedication. However, this also gave me the opportunity to delve deep into a topic that I really liked and, in the meantime, add to the body of existing knowledge.

Since I would describe myself as an independent lady, it was sometimes hard for me to ask for feedback or help. Also, in the fear of hearing what I was doing would be all wrong, which would probably fall into the category of performance anxiety. Overall, I think that my time management was great. I did not encounter any stressful moments regarding time. It really helped that I had a space to work at Dev_'s office. For me that meant going to the office (almost) every day and force myself to work and write on my thesis.

All in all, writing a thesis was a (hopefully) once-in-a-lifetime, but very rewarding, experience. Nevertheless, I can say that I am happy with the research that lies before you and proud to have finished this extensive process.

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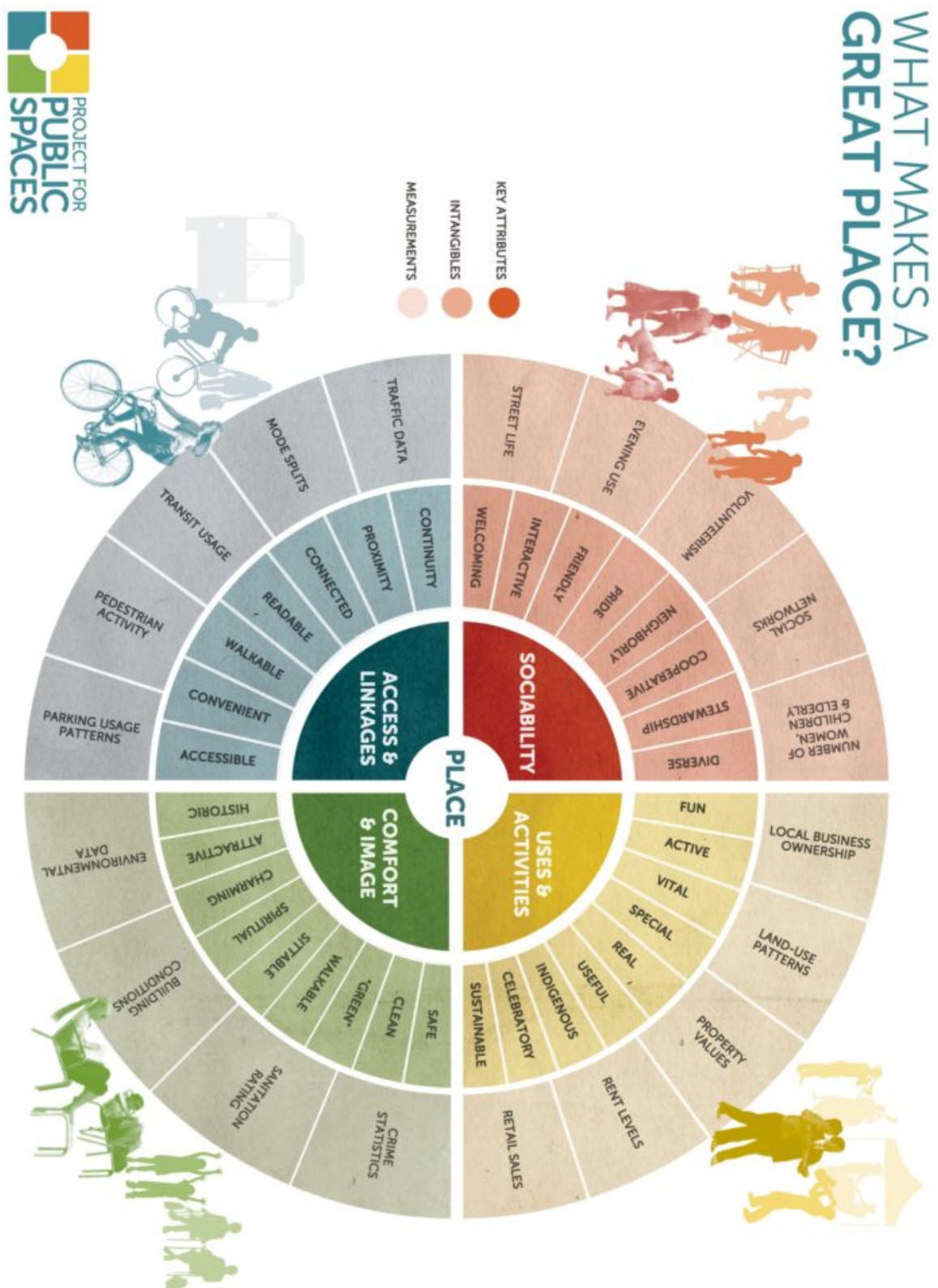
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APPEDICES

APPENDIX A: PLACE DIAGRAM (PPS)



APPENDIX B: INTERVIEW PROTOCOL CASE STUDY

De transitie naar een werkplek van de toekomst

Algemene informatie

Opleiding: MSc Management in the Built environment
Instantie: Technische Universiteit Delft, Faculteit Bouwkunde
Organisatie: Dev_ real estate

Onderzoeker: V.H. van den Broek
Datum: DD.MM.YY

Het onderzoek

Het uitbreken van de COVID-19 pandemie betekende een cruciale verandering voor werknemers overal ter wereld. Omdat het nu normaler is om flexibel te zijn wat betreft tijd en locatie zijn er nu meer werkstijlen dan ooit. Om te garanderen dat het vastgoed de essentiële bedrijfsdoelstellingen blijft ondersteunen, houden organisaties zich steeds meer bezig met het aanpassen van de werkplek aan de behoeften van de werknemers. Het ontwerpen en onderhouden van de fysieke, virtuele en sociale werkomgeving voor productiviteit en werknemerstevredenheid is essentieel, omdat werknemers het meest waardevolle bezit van een organisatie zijn. Naarmate de samenleving weer opkrabbelt uit de pandemie stuurt de werknemer - en niet de werkgever - momenteel de trends op de werkplek en deze invloed zal naar verwachting toenemen. Participatie in de stedenbouwkunde wordt steeds meer erkend als een waardevolle methode om toegang te krijgen tot vaardigheden en lokale kennis van de gemeenschap en om bewoners te betrekken bij gesprekken over een plek. Een strategie die onder andere gebruikersparticipatie bevordert is placemaking. Deze strategie komt voort uit de ethische invoeging van een specifiek ontworpen ruimte in een bestaande omgeving, waardoor een platform wordt geopend voor een dialoog over openbare plaatsen tussen de vele betrokken belanghebbenden.

Het doel van dit onderzoek is om de overeenkomsten en verschillen te vinden tussen werkplekstrategieën en placemaking en na te gaan of placemaking al wordt gebruikt, wat we ervan kunnen leren en of en hoe we het kunnen gebruiken voor toekomstige strategieën.

Het interview

Het interview zal tussen 45 minuten tot één uur duren en zal worden opgenomen. Met behulp van 6 verschillende thema's wordt er gezocht naar de kenmerken, uitingen en implementatie van de werkplek strategie en de werkplek:

Achtergrond

- (1) Kenmerken van de werkplek strategie
- (2) Creatie van de werkplek strategie
- (3) Uitingen en implementatie van de werkplek strategie

Aanvullend

Geïnformeerde toestemming

De opnames van het interview zullen na het transcriberen verwijderd. Behalve uw rol tijdens het project wordt er geen persoonlijke of gevoelige informatie gebruikt voor dit onderzoek. Voordat het interview begint heeft u de mogelijkheid om het toestemmingsformulier te ondertekenen waarmee uw privacy zal worden gewaarborgd.

Heeft u naar aanleiding van het interview nog vragen over het onderzoek, onderzoeksgegevens of heeft u nog aanvullende informatie? Dan kunt u altijd mailen naar valerie.van.den.broek@gmail.com

Achtergrond

- 1.1 Zou u zich willen voorstellen?
- 1.2 Zou u uw rol willen omschrijven bij het project?
- 1.3 Kunt u omschrijven op welke manier u betrokken was bij het ontwikkelen en/of implementeren van de werkplekstrategie van de organisatie?

Kenmerken van de werkplek strategie

- 2.1 Met welke kenmerken zou u de organisatie omschrijven
- 2.2 Aan de hand van welke kenmerken zou u de werkplekstrategie omschrijven?

Uitingen en implementatie van de werkplek strategie

- 3.1 Wat was volgens u de aanleiding tot het maken van een (nieuwe) werkplekstrategie?
- 3.2 Kunt u uitleggen welke stappen er zijn doorlopen om tot de werkplekstrategie te komen?
Hoe heeft besluitvorming plaats gevonden?
Wat was de achterliggende vraag/gedachte?
- 3.3 Welke gebruikers worden er betrokken in het maken van de werkplekstrategie.
Waarom deze gebruikers?
En met welke mandaat?
- 3.4 Wordt er rekening gehouden met gebruikerswaarde?
Waarom wel of waarom niet
Op welke manier wordt er rekening mee gehouden
Hoe is die gebruikswaarde gecreëerd
- 3.5 Speelt beleving van de werkomgeving een rol?
Waarom wel of waarom niet
Op welke manier?

Aanvullend

- 4.1 Is er iets wat u wil toevoegen wat we nog niet hebben besproken tijdens het interview?
- 4.2 Hebben we iets besproken in het interview wat u liever weg wil laten?
- 4.3 Heeft u verder nog vragen voor mij?

APPENDIX C: INTERVIEW PROTOCOL EXPERT INTERVIEWS

Validation protocol

This validation protocol is meant to explain the steps of the validation interview. To (semi-) structure the interview, a set of statements and questions have been prepared in advance. The questions are open-ended and therefore this protocol is not binding, which gives room to revise during the interviews

Algemene informatie

Titel: Placemaking as a means to a future workplace
Opleiding: MSc Management in the Built Environment
Instantie: Technische Universiteit Delft, Faculteit Bouwkunde
Organisatie: Dev_ real estate

Onderzoeker: V.H. van den Broek
Datum: DD.MM.YYYY

Introductie

Als eerste hartstikke bedankt dat je mee wil doen aan mijn onderzoek naar hoe we placemaking kunnen inzetten als tool om tot de werkplek van de toekomst te komen. Dit onderzoek is onderdeel van mijn master scriptie voor de Msc track Management in the Built Environment aan de technische universiteit Delft. Mijn interesse in de menselijke kant van de architectuur heeft zich gewekt tijdens mijn bachelor Bouwkunde (architectuur) die verder is ontwikkeld naar de management kant.

Het doel van de expertinterviews is om te achterhalen hoe er tegen de karakteristieken van Placemaking wordt gekeken in het huisvestingsadvies traject. Dit wordt gedaan door samen met een kritische blik naar verschillende statements te kijken die gaan over deze karakteristieken binnen het traject. Het interview duurt maximaal 45 minuten. Mochten we tegen het einde van de tijd aanlopen dan zal ik je vragen om antwoorden kort te houden. Uw antwoorden zullen als data gebruikt worden die als input dient voor het ontwerpen van een advies voor het verbeteren van het huisvestingsadvies traject.

Geïnformeerde toestemming

Met uw toestemming neem ik graag dit interview op om het later te kunnen transcriberen en analyseren. De opnames zullen daarna verwijderd worden. Binnen het onderzoek wordt u volledig geanonimiseerd. Alleen een functietitel wordt weergegeven in het onderzoek. Deelname aan dit onderzoek is geheel vrijwillig, dus u kunt zich op elk moment terugtrekken.

Algemeen

- 1.1 Kunt u iets over zichzelf vertellen, wat doet u voor werk en wat komt daarbij kijken?
- 1.2 Wat is uw rol bij een huisvestingsadvies traject?
- 1.3 Zou je in het kort kunnen uitleggen hoe een huisvestingstraject er over het algemeen uit ziet?
Wat komt daar allemaal bij kijken?

Stellingen

People

- 2.1 Gedurende het huisvestingsadvies traject worden er expliciet stappen gezet om werknemers te betrekken
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?
- 2.2 Gedurende het huisvestingsadvies traject hebben werknemers een actieve stem in beslissingen
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?

Evaluation

- 2.3 Gedurende de implementatie en creatie van het werkplek concept worden er kleine, tijdelijke, interventies gedaan om theorieën te testen en werknemers te betrekken. Je kan hierbij denken aan: eenmalige evenementen, integreren van kunst, ideeën van werknemers geïmplementeerd.
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken.
- 2.4 Gedurende het huisvestingsadvies traject wordt er rekening gehouden met flexibiliteit binnen het uiteindelijke ontwerp. Denk hierbij aan het gebruik van aanpasbaar meubilair, in hoeverre plattegronden nog aangepast kunnen worden, elementen die veranderd of geruild kunnen worden.
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?
- 2.5 Zodra het huisvestingsadvies traject is afgelopen wordt het resultaat regelmatig geëvalueerd
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?

Place

- 2.6 Gedurende het huisvestingsadvies traject wordt de identiteit van het kantoorgebouw in acht genomen
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?
- 2.7 Gedurende het huisvestingsadvies traject wordt er nagedacht over hoe ruimtes gebruikt worden, door wie en wat het karakter van de ruimte is
Zo ja, hoe?
Zo nee, is dat nodig en hoe zou je dat kunnen bereiken?

APPENDIX D: OPERATIONALISATION TABLE

Placemaking

Null hypothesis

There is no relation between placemaking and creating and implementing workplace strategies
Placemaking is present in creating and implementing workplace strategies, however it is not intentional

Alternative hypothesis

Concept	Variable	Indicator
Placemaking	Employee involvement	Employee input is used
		Focus groups and working groups have emerged from input/involvement
		Survey has been set out
		Meetings to engage the employee (representatives)
	Stakeholder involvement	Number of different stakeholders involved
		Amount of different stakeholders
	Feeling of community	Frequency of time spent together at places of social interaction (e.g., pantry, lunchroom, hallway, etc)
		Amount of employees involved
		Engagement between employees and employers
		If the abilities and assets of the organisation's stakeholders are identified at the beginning of the process
	Partnership formed	Shared planning and decision-making responsibilities employee
		Shared planning and decision-making responsibilities stakeholders
	Bottom-up process	Employees are seen as partners in the process
		Employee is initiator
		Amount of employee input
		What point in the process the employees are involved
		Frequency of employee input

Ongoing process	Spaces are evaluated different times of day and year after the design is finished
Evaluation of space	Issues are identified with surveys and observations Number of concepts that are or are not copied from the past Number of elements that are or are not copied from the past Frequency of mentioning past vision in interviews and documents
Learned from others	Frequency of mentioning other companies about workplace strategies and concepts in interviews and documents
Design flexibility	To what extent floorplans can change Elements can be swapped or replaced (art, kitchen utensils, plants, etc) Number of shared workplaces (agile / abw) Employees have permission to rearrange furniture within certain parameters
Short term experiments	Strategies have been tested Employees are testing mockups
Lively space	Use of space at different times of day Diverse groups come together and share activities Diverse functions of places Employees and employer keep involved in the engagement with the place
Formulation of a clear vision	Amount of objectives Definitions of how spaces are used, by whom and its intended character
Place driven	Context of the building is considered
Sense of place	Welcoming and connected Amount of responsibility for the place Amount of emotional connection

APPENDIX E: CONSENT FORM

Toestemmingsformulier

Geïnformeerde toestemming deelname onderzoek naar de transitie vnaar een toekomstige werkplek

Onderzoek: Placemaking als tool om tot de werkplek van de toekomst te komen
 Onderzoeker: Valerie van den Broek
 Opleiding: MSc management in the Built Environment
 Instantie: Technische Universiteit Delft, Faculteit Bouwkunde
 Organisatie: Dev_ real estate

Deelname onderzoek

	Ja	Nee
Ik doe vrijwillig mee aan dit onderzoek. Ik begrijp dat ik kan weigeren vragen te beantwoorden en mij op elk moment kan terugtrekken van het onderzoek zonder een reden te hoeven geven	<input type="checkbox"/>	<input type="checkbox"/>
Ik begrijp dat het interview wordt vastgelegd als geluid- en video-opname met als doel transcriptie en analyse van de informatie. Na de analyse worden de opnames verwijderd	<input type="checkbox"/>	<input type="checkbox"/>

Informatieverwerking

	Ja	Nee
Ik geef toestemming om mijn rol (bijv. Project Manager, Receptionist(e)) binnen het desbetreffende project te gebruiken in het onderzoek. Alle andere persoonlijke informatie wordt geanonimiseerd.	<input type="checkbox"/>	<input type="checkbox"/>
Ik begrijp dat na het onderzoek de geanonimiseerde informatie gebruikt zal worden voor academische doeleinden (master scriptie) aan de Technische Universiteit (tenzij aangegeven dat informatie vertrouwelijk is door de geïnterviewde)	<input type="checkbox"/>	<input type="checkbox"/>
Ik geef toestemming om mijn antwoorden, ideeën of andere bijdrages anoniem te quoten in resulterende producten	<input type="checkbox"/>	<input type="checkbox"/>
Ik geef toestemming dat de afgeronde afstudeerscriptie zal worden gepubliceerd in het openbare onderwijsdepot van de Technische Universiteit Delft, waarvan de geanonimiseerde transcripten hebben bijgedragen aan de resultaten van het onderzoek.	<input type="checkbox"/>	<input type="checkbox"/>

Opvolging

	Ja	Nee
Ik geef toestemming tot de mogelijkheid om na het interview benaderd te worden door de onderzoeker voor eventuele aanvullende vragen wanneer er dingen onduidelijk zijn of er aanvullende informatie nodig is	<input type="checkbox"/>	<input type="checkbox"/>

Naam onderzoeker

Datum en plaats

Handtekening

Naam deelnemer

Datum en plaats

Handtekening