

Great Spaces

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COLUMBUS MUSEUM OF ART

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An Introduction by Ira Sharfin, CEO of Continental Office



The purpose behind Great Spaces is to inspire ideas that help bring your great space to life. Along the way, we hope to provide

creative insights and examples from our associates, clients, partners, and friends about what they're seeing take place in office environments today.

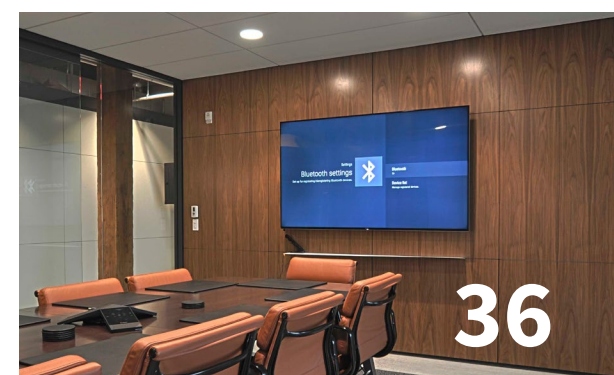
The world of work is changing daily and it's increasingly important for companies to focus on attracting and retaining a creative, talented workforce. Nick Magoto, our EVP of Design, touches on this topic and explains how IoT (the Internet of things) is playing a role in recruitment. You'll also hear from some of our designers and human resources department on how they're working together to overcome this challenge.

Branding your environment is one way to stand out from your competition. It not only allows you to communicate both internally and externally throughout your space, but it tells your story. We'll

take you through our Main Campus in Columbus, Ohio to show you how we've branded our space and how you can inspire people to think, feel, and perform actions in your own environment.

We're also changing the way we build with things like prefab construction, which brings shorter timelines and cost certainty to building projects. Laura Patel from DIRT Environmental Solutions explains what innovative companies are doing differently and how prefabricated construction is changing the game for commercial interiors with the help of video game technology and virtual reality.

It's an exciting time to be a part of space planning and design. We hope you enjoy reading about the latest and greatest happenings in the industry, and that you're inspired to begin your next great project.



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People + Real Estate = Your Biggest Investments

By: Kyle Johnson, President & COO,
Continental Office

Ask any business executive what their biggest investments are and they'll likely respond with their people and their real estate. Coincidentally, these are also likely their greatest assets.

Companies invest a lot of time and effort to attract top talent, while keeping current associates happy and engaged. Physical space plays a critical role in culture and associate attraction and retention, so it's smart to invest with your future in mind. As with all large investments, you want to make sure you've done your research and make

wise decisions about where your money is going. This can be tricky when it comes to commercial real estate (CRE), as the CRE process can be quite complicated.

Throughout the commercial property lifecycle there's a continual need to work with trusted partners, from groundbreaking (if new construction) to occupancy and other matters for years to come. For a new office, there are many criteria to consider such as timing of availability, tenant improvement allowance, flexibility, and overall square footage. Being knowledgeable about your local market conditions is a must. Factoring in anticipated growth is important, but this must be weighed against overall expenses.

Ensuring a holistic workplace partner is a part of this team allows you to have a conversation about the space and determine how best to design, build, and utilize it as it continues to evolve.

Space planning is incredibly important in the CRE process and needs to happen at least 12-18 months in advance of a tenant's projected occupancy date. During the design stage of the CRE process, a workplace partner can help you to create a productive, healthy, and forward-thinking environment. Visiting dynamic spaces at other companies will provide ideas you can leverage. Being open to adopting and investing in new technologies and innovations can go a long way in creating an environment that adapts quickly to change.

During the build phase, a workplace partner can provide you with layouts, space plans, and visual renderings of the prospective

space. Take it a step further and imagine setting foot into your space with the help of virtual reality. Here the design and any changes made can be seen in real time, allowing you to save time and stay on budget. Involving your managers and associates will create buy-in and allow your team to have input throughout the process.

Many workplace providers can help you to maintain your property by becoming an extension of your team and providing you with services that maximize your investment over time. They can assist in managing the complexities and mitigating potential risks. Ultimately, collaboration, communication, and timing are the key components that make up a successful project team and create a successful space. This will allow you to spend more time on acquiring the best talent for your business. That sounds like a wise investment to me!



“Physical space plays a critical role in culture and associate attraction and retention...”

Q&A WITH Tim Straker

VP OF MARKETING/GLOBAL CUSTOMER
EXPERIENCE AT HERMAN MILLER

Client/customer experience seems like a new term people are throwing around. What is it and why is it important?

The idea of managing a customer experience is indeed a popular area of focus. For Herman Miller, our goal is to deliver a consistent customer experience everywhere our customers find us. In showrooms, at global and regional events, online, and of course through our dealer partners around the world.

What's the difference between the associate experience and the client experience?

Ideally, there shouldn't be a difference. There isn't for us. When you visit a Herman Miller showroom, or our headquarters in West Michigan, the types of things you experience as a guest are the same attributes enjoyed by our employees. Our concierge is there to welcome both. Our manicured outdoor environments are meant to be enjoyed by all. Our coffee bar amenities are designed to be enjoyed by everyone. The confluence of employees and customers makes the experience rich, real, and relatable. We're not a stage where theater is produced. We're a Living Office designed to be

inviting and engaging to all.

What are some steps you've seen organizations take to focus on the client experience?

For us there are subtle shifts. Like having a concierge to invite guests in versus a reception desk to keep people out. Or more substantial shifts like creating bigger centralized plazas, or more usable circulation space where meaningful interactions can occur. When an employee break room is in a dark corner in the back of the building, people retreat into the space. Proving bright, open, collaborative spaces to meet, greet, and share creates positive energy and reinforces the idea of community. Employees appreciate it. Customers feel it.

Are there keys to success when delivering on a great client experience?

Customers should be cautious to not create a false sense of "theater." It's like when we were kids and we had a beautifully designed living room that no one was allowed to use, and therefore felt roped off or inaccessible.



Delivering a great customer experience means understanding the needs of the family who live in the space, as well as guests who visit. Understanding how the space supports the needs of people who live there and the work that occurs within will lead to an interesting narrative that tells a story of health and happiness for modern workers, which ultimately leads to a prosperous organization.

Are there key parts of the customer experience that you don't often see implemented?

The important part about a customer experience is sharing what's important to you in an authentic way. For Herman Miller, how our guests feel in our spaces is important. We try to anticipate their needs with furniture, food, hospitality, and design. More importantly, our agenda is the customer's agenda. We're only here to tell our story in a relatable way that shows how we can help our customers tell theirs. We create places that support a wide variety of work by using a wide variety of

solutions. Our way might not be your way, but we tell a story you can relate to, then help you bring your own environment to life in a way that's right for you.

What's the client experience like at the Herman Miller Design Yard? What are the key tenets of creating Herman Miller's customer experience? How does this differ at the Design Yard verses a flagship in New York, for instance?

The two experiences are both fundamentally similar, and at the same time, unique to each location. The similarities include the way we host, the way we share, and the way we do business. The differences are things unique to the region, to the architecture, or the product details used to support the work of each office or showroom. We have more space in Michigan so we can show more ways of working with more circulation space to view it, and it's all on one level. We have less space in New York across

eight floors, but we can tell a richer story around density and types of work. Both offer a rich narrative, but with different outcomes.

How does that differ from an experience at a dealer like Continental?

It's really no different. A customer should be able to visit Herman Miller's Chicago showroom on Monday, the NY Flagship on Tuesday, and Continental in Pittsburgh on Wednesday and feel like they visited the same company. The differences being regional. However, dealers also have their own story...we can't lose that. Many of our certified dealers have been in the same family for generations, or part of the community landscape for decades. Continental and Herman Miller have a rich history together. We are better together, and the narrative and resulting experience should reinforce that.

What is change management and how does it impact the experience?

For our purposes, change management is a systematic approach to dealing with change for both the organization and the individual. Basically, it's a process to help organizations more easily transition from "now" to "next." From my perspective, there are two types of change management. The first is what happens before the event, or the more systematic approach — identify what is changing, answer questions, be inclusive, help people prepare, make it as easy as possible, provide clarity around conflict or confusion, etc. The second is what happens after the event — support people in how they live in the space, identify helpful resources, help them understand the new landscape, etc. Both are important, but most organizations focus on the first type when we really need both. I'm big on helping people understand how to live in the space "day 2 forward" because it helps create a happier, healthier environment.

When is the best time to consider change management and how do organizations benefit from it?

From the moment you begin the design process. Include representatives who can represent others, help tell the story, and help guide and inform after

a shift. Don't be afraid to have a hands-on steering team. Do be afraid if the steering team doesn't embrace change. The worst part of change isn't the change itself, it's when people don't know where they are in the course of it. Empower the steering team, and listen to them.

How is a company's customer experience different than their brand experience? How does a company's culture impact their overall experience?

Really, they are one in the same. And both are a sibling to brand values, mission, and vision. The best customer experience happens when you live all three honestly. A culture can't be manufactured - it's organic and not artificial. Think about the best brands in the world...they all have something in common. They have followers, and usually because of what they stand for as much as what they produce. Herman Miller is a premium brand, and like most premium brands, the value goes beyond product.

How does Herman Miller immerse associates in culture?

We have things like corporate values and design tenets. But the difference is we use ours every day. We make decisions using our values, we create departmental goals by referencing them, and because of a long history of problem solving design, we co-create by using muscle memory.

How can everyone in an organization impact the client experience?

Everyone in the Design Yard (or in any HM showroom) is part of the customer experience team. They participate by looking up on a customer tour and smiling. Standing up when someone enters their space and saying hello and inviting them into their space. By talking about the company and products they use. By being honest about what didn't work and how we fixed it. By keeping their workstation clean and uncluttered so that our customers can see the product and imagine it in their own space. By taking pride in the environment and adding energy to it. A Herman Miller space feels like a space where people want to be.

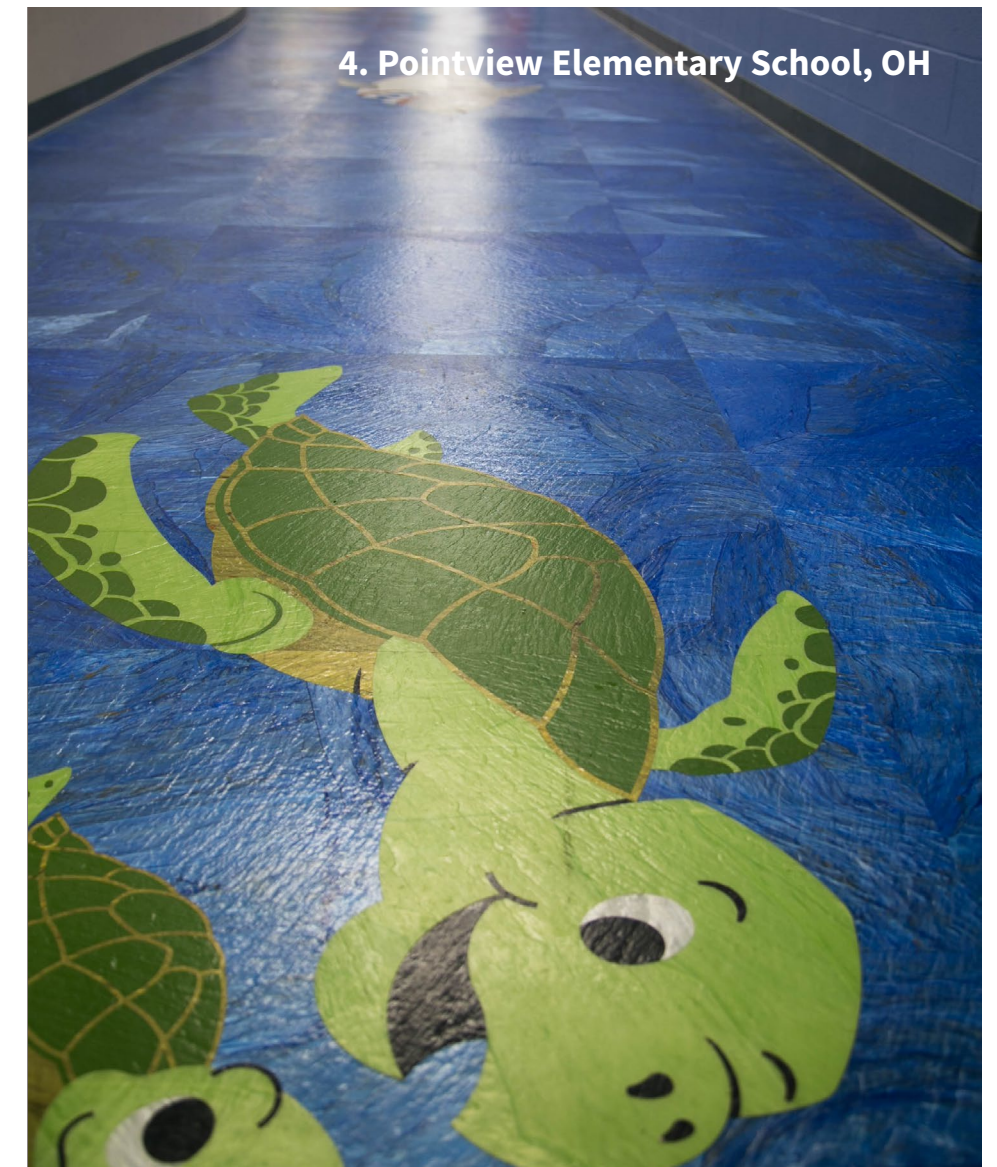


SPACES WE LOVE

1. We helped accommodate both group work and independent study at Carnegie Mellon University by updating their Information Networking Institute. 2. Matching our passion with the Columbus Museum of Art's vision, we created one-of-a-kind spots throughout their facility and galleries. 3. We used branding to turn a primary avenue for students at the University of Toledo into an educational hallway that promotes courses of study. 4. To spark students' creativity, we created a fun, ocean-themed floor at Pointview Elementary School using luxury vinyl tile and laser-cut custom images of seahorses, sharks, mermaids, and more. 5. Because Rev1 Ventures helps entrepreneurs build great companies, we provided vibrant furniture that reflects their innovative spirit and vision.



2. Columbus Museum of Art, OH



4. Pointview Elementary School, OH



1. Carnegie Mellon University, PA



3. University of Toledo, OH



5. Rev1 Ventures, OH

Innovate to Innovate

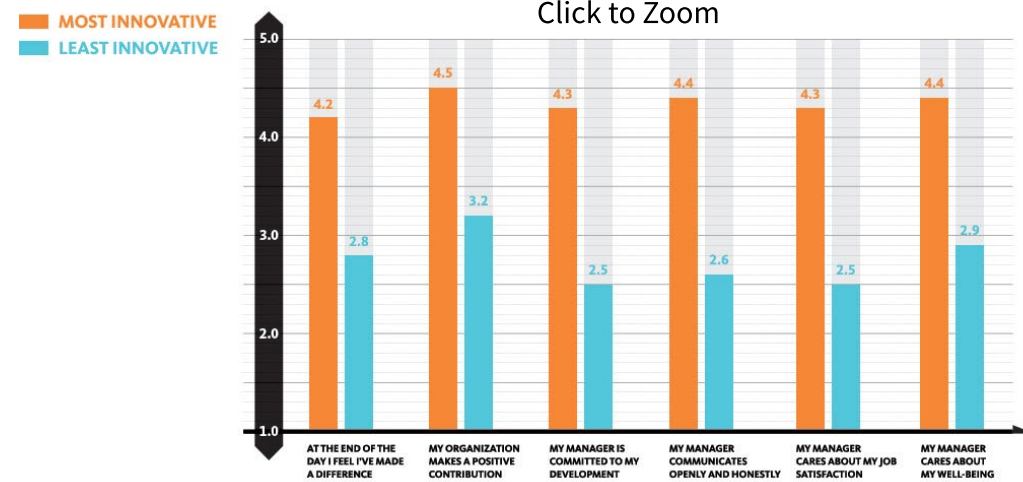
WHAT ARE INNOVATIVE COMPANIES DOING DIFFERENT?

By: Laura Patel, DIRT Environmental Solutions

Next to a company's workforce, the second largest business expense for the vast majority of organizations is their real estate. Yet most organizations approach this expensive investment with a very narrow focus and short-term lens; resulting in spaces that can't keep up with changing business demands and fail to foster a strong and vibrant culture. This short-term focus explains why the average tenant lease term is only 7 years in North America and is cause for serious concern, as we look to the future of commercial construction.

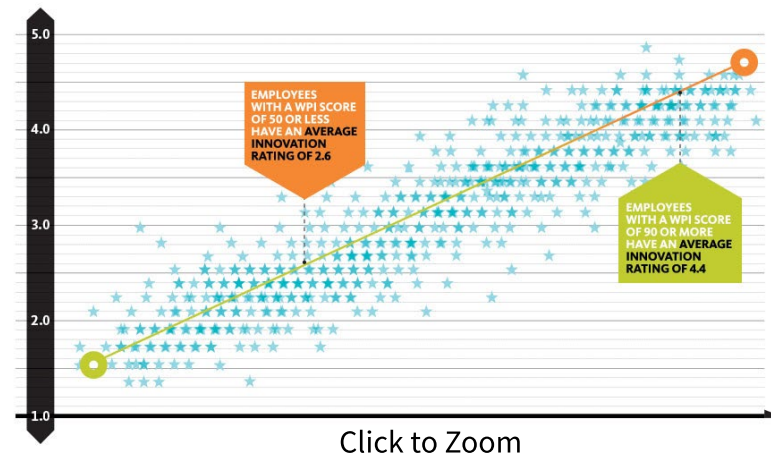
We're entering a period of unprecedented change in workforce demographics and technology.

No one has a crystal ball, so predicting future workplace demands is a challenging, if not impossible, task for most executive teams and their facilities departments. One thing we know for sure, is the antiquated approach of build-demolish-repeat imposes an enormous drain on resources and is increasingly expensive.



In today's day and age, companies can't afford not to innovate. Beyond the resource challenges and growing capital costs of just keeping up with a business' needs, more and more research suggests

there is a powerful correlation between innovative workplace design and overall employee happiness. If you consider the tools in a company's hiring and talent retention toolbox, they have three core resources available to help them hire the most attractive candidates and subsequently, keep those people engaged: (1) role/ job description, (2) compensation and (3) workplace design/ culture. The first two tools are table stakes when it comes



to attracting and retaining talent and yet, they're typically the tools that companies focus on most.

As just one point of reference, Gensler's 2016 workplace study polled 4,000 people across 11 industries and revealed two important conclusions:

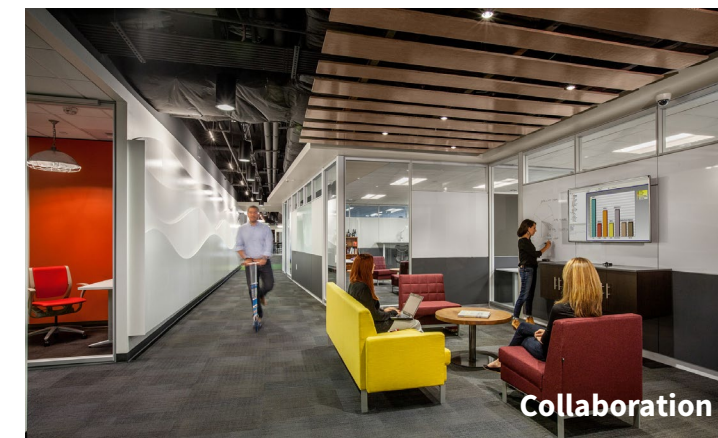
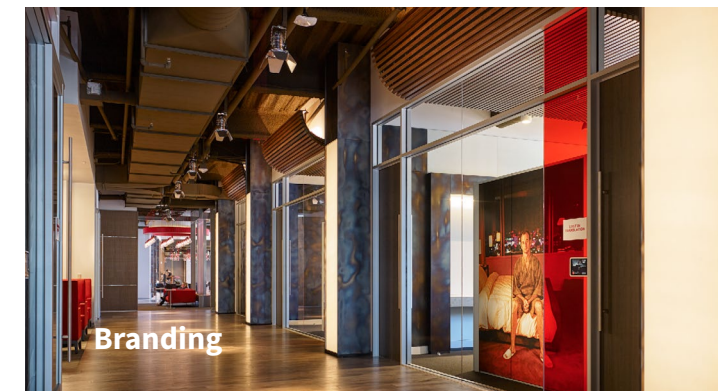
1. A workplace's performance correlates almost perfectly with a company's level of innovativeness.

Conclusion: Higher-performing workplaces are more innovative.

2a. Only 56% of employees working in low performance offices for low innovation companies feel they make any

kind of impact in their organizations; compared with 84% who feel they make a difference and work in high performance offices for innovative companies.

2b. Only 50% of employees working in low performance offices feel their managers care about their job satisfaction and professional development; compared to 86% who feel their managers do



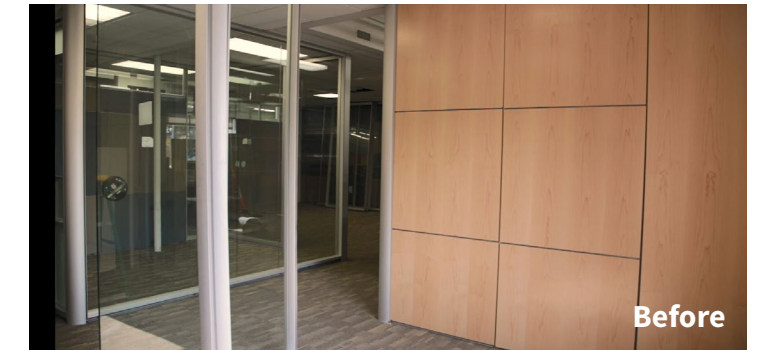
care and work within high performance offices for innovative companies.

Conclusion: Workplace innovation is directly tied to employee happiness and job satisfaction.

What this research suggests, is that office performance and design are intimately tied to company innovativeness, and further, that innovation is innately correlated with employee satisfaction and retention.

So, how are the most innovative organizations rethinking their design and construction process, to

maximize their footprint? And when investing in their space, how are these companies hedging against ever-changing business needs? The answer is easy, they're transforming their physical investments into strategic assets: innately future-proof and flexible machines, that ebb and flow with their changing workforce and technology.



Lesson #1 – Walls: Expensive Barriers or Your Most Valuable Real Estate?

Maximizing your budget in today's day and age can mean dramatically rethinking the types of work habits you choose to support. Unless the nature of your business demands it, lesson #1 is to be extremely purposeful about how you carve up your space. Vertical construction can be expensive, so maximize your budget by dividing space strategically— which may mean fewer walls— but be sure to put every surface to work. Each wall you do build should provide infrastructure to support your technology, reflect your culture through graphics and branding, or support employee collaboration.

Lesson #2 – Conventional is Forever

When it comes to innovative companies, collaboration is key and of all the environments in a workplace, the spaces dedicated to collaborative group activities are subject to the most changes. These areas need to evolve regularly to meet the



needs of a multitude of user groups and as such, their functions, technologies, and aesthetics need to adapt at the drop of a hat or companies risk lost productivity.

Conventional building methods are permanent and thus, lesson #2 in innovative workplace design is building with solutions that allow for flexibility and can easily adapt to accommodate future needs. Building with drywall and conventional electrical and networks wiring can make accommodating small changes a nightmare. Instead, consider construction alternatives that allow for ease of churn and can be quickly repurposed or retrofitted to address new technological challenges or infrastructure requirements.

Lesson #3 – Consider Your Impact

Innovative companies recognize their environments need to be more than just high performance, collaborative, and flexible. They understand their workplaces are an extension of the communities they operate in. As such, innovative organizations avoid designing in a vacuum and instead, focus on the overall lifetime of their spaces and the impact it will have on the environment around them. This starts day 1 with their approach to construction, as conventional means and methods are synonymous with waste; an estimated 1 pound for every square foot installed, per New York State's Cornell University. Thousands of pounds of trash are produced during the conventional construction process, with even more created when the space is inevitably renovated or flipped years later. The result? Landfills throughout North America contain between 20 and 33 percent construction, renovation, and demolition waste and of that, up to 15 percent is drywall.

Lesson #3 is that innovative companies realize this waste affects their bank account as much as it does the environment, as they're paying for the material waste implicit in the initial construction process and later, demolition. And as such, these companies are keen to explore modern building alternatives such as modular prefab construction that can help them to minimize their initial footprint and allow for waste-free change. Although, the additional work and alternative materials required to build sustainably may appear to come at

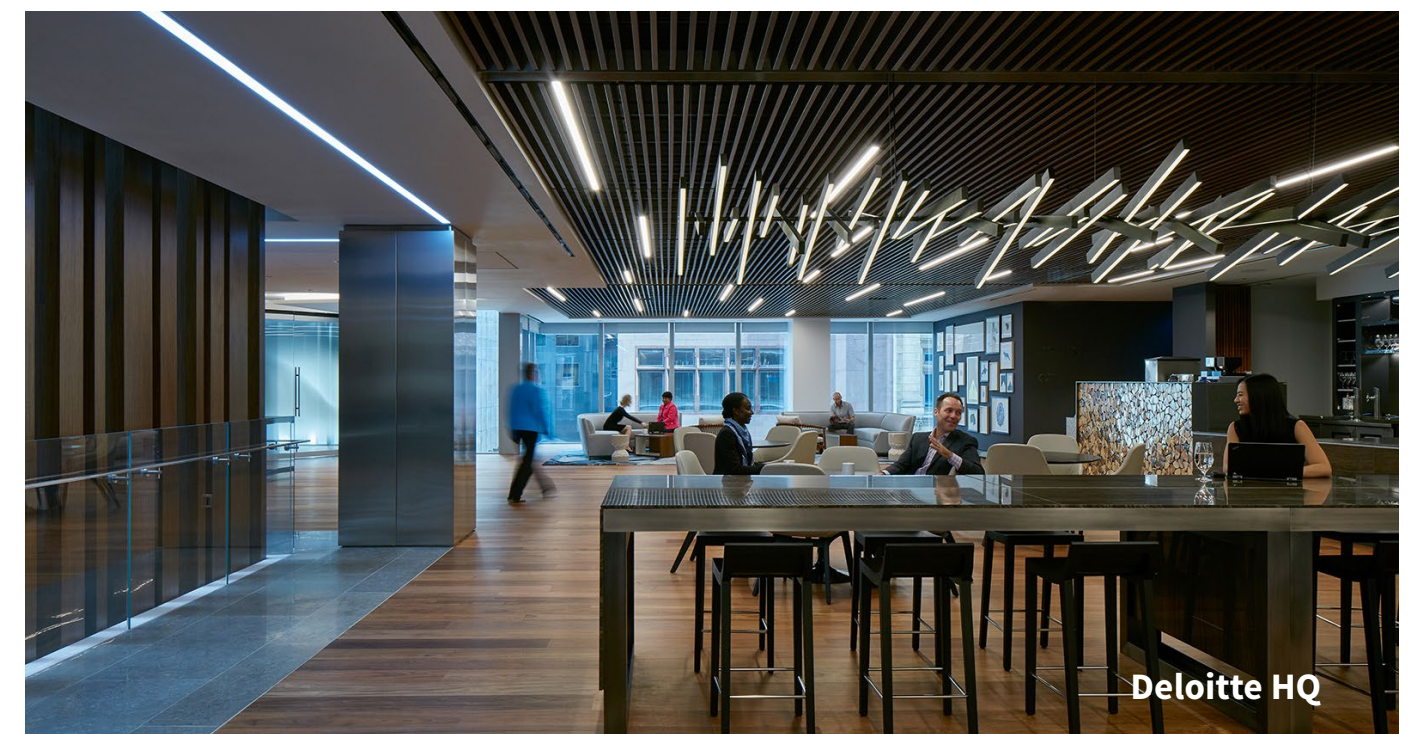
a premium, closer attention reveals more often than not, that any added costs are balanced by long-term savings.

The Proof is in the Pudding

Take Deloitte's new 420K square foot headquarters in Toronto, Canada which pushes the boundaries of innovative, purposeful design to the extreme. This flagship office is a destination for some 4,000 employees and represents a huge departure from the traditional closed-office concept, synonymous with financial services firms. Though the 19-floor, hotel inspired space features premium amenities like a stylish private coffee shop, treadmill desks, woodsy lounges on every floor, and a spin studio, it didn't break the bank. To finance the move, Deloitte dramatically changed their typical design, instead, dedicating 65 percent of the building to communal work spaces and doing away with reserved seating. Minimizing their environmental footprint was also a core goal on this project, made possible by using manufactured prefab construction. Waste was minimized by constructing most of the facility's interior solid walls and electrical components in a factory; leveraging precision automation, assembly line material efficiencies, and

centralized-recycling programs. Now that's 21st century construction!

Once you've attracted the best and the brightest, you want to keep them! Having an adaptable workplace ensures you're giving them everything they need to be successful, without ever having to face disruptive and wasteful construction. A space that constantly adapts to suit new technologies quietly and cleanly is a productive space. It sets the stage for innovation and high employee engagement, making people want to stay and giving them the tools to be the best they can be.



THE IMPACT INFORMATION TECHNOLOGY HAS ON DESIGN MAY SURPRISE YOU

By: Jason Berwanger, VP, Information Systems & Business Operations, Continental Office

It may seem counterintuitive to ask designers to work with an IT department from the very first sketch of your space. However, spaces only work well if they work for the people within them. We truly need to understand the world around us and how people use it to create something great. IT may not always be perceived as a creative partner, it's true. But the fact is they are especially creative and impactful when it comes to designing a successful space and understanding how people work in the environment. You might even be surprised at all you can accomplish together.

Take your audio/visual needs, for instance. Seems pretty obvious that we'd want to involve an IT expert, but for some reason this is oftentimes overlooked until after a space is built and furnished. We recently went through a move with our Columbus office. Because we know A/V needs to work holistically inside our space, we went through an extensive process to make sure we got it right. We began by interviewing our associates and determining what's important to them, and we learned more about how they work every



power cord with patch cables and managed them via monitor arms and a hidden wire trough. This allows for seamless moving from the sit-to-stand position while keeping our space clean of cords. For our meeting rooms, we have two “quick standup” rooms outfitted with standing height tables and a TV for sharing. The tables have centered wired management channels with VGA, HDMI, and other options so that anyone can be sharing within seconds, but it will also stay concealed, in the table, when not in use.

These are just two examples, but there are so many areas where IT can make a positive impact. Here's a list of questions designers and/or facility planners may want to explore with associates and IT professionals:

1. Each associate and shared space has a purpose; is each space designed with those objectives in mind?
2. Based on your objectives, do you have power, data, and space (even if it's to conceal) your A/V tools?
3. Have you collaborated with your associates, IT department, project managers, and furniture designers to understand their needs?
4. Are there opportunities for integration? For instance, can your client calendar work with your lobby A/V? Can the conference rooms communicate with your meeting scheduling software?
5. Can you be agile during the process? Flexibility is important to plan for as new information can change or impact the design.

day. This helped us anticipate their needs so we could better collaborate with our design team and construction managers. By getting involved in the early stages, we've seen an increase in associate satisfaction because they now have the tools they need in the spaces they use them most.

Another topic that can tend to get overlooked until after the fact is cord management. Most of the time it goes unnoticed, but it can really make a huge difference in keeping your space aesthetically pleasing. Two great examples we've recently used in our space are sit-to-stand desks and our meeting rooms. For our sit-to-stand desks, we combined an exact length

In the end, no one sets out to create a space that doesn't provide a great experience or fulfill their needs. But we know all too well, it can happen when we don't work together and we design a holistic space in separate silos.

WEATHER-PROOFING YOUR FLOORS



A HOW-TO GUIDE

By: Doug Dickenson, Sales Executive, Continental Office

Let's face it... the dirt starts right at your front door. Leaves, rain, snow, salt, asphalt crack filler. They all carry the potential for a face-plant onto your lobby floor. It's easy to think you'll keep it outside where it belongs, but it's harder to actually put that into practice, unless maybe you have an air-lock vestibule as an entrance. So how do you protect your floors from the year-round elements? Here are some tips.

Have a designated walk-off space.

This is a big one. Minimizing the potential for slip-fall accidents can be as simple as providing a walk-off zone. As much as I like the look of a polished tile lobby floor, they're a slip hazard. You can cover your \$40 per SF tile floor with a \$3 per SF entry mat... but they're a trip hazard. By incorporating walk-off areas into the design of your entrances, you can choose a durable flooring material that can withstand water and debris, and reduce accidents. I'm not just talking about the front entrance either. Entrances from employee parking lots and frequently used side exits all deserve some walk-off attention, too.

Bring form and function to a space with walk-off carpet tiles.

If you read my last blog post, you already know that I love carpet tile. There are a wide variety of carpet tiles specifically designed for walk-off use. This is one of the most affordable ways of protecting your floors. They'll collect the dirt and moisture before it gets onto your floors, which can save you lots of money and headaches

down the line. Plan on replacing them every two to three years, because they "collect the dirt and moisture before it gets onto your floors". What I'm saying here is, they're going to get a little dirty so plan on cleaning them on a regular basis.

Have a scheduled maintenance program.

Going beyond the walk-off, have an established flooring maintenance program. Routine, scheduled vacuuming, shampooing, and sweeping of your floors (whatever the type may be) is one of the easiest ways to keep your floors looking great and lasting longer. I recommend low moisture. Too much water can do more damage than good. If it's not dry when you walk on it the next day, you'll have clean shoes (but a dirty carpet).

Simple guidelines like these can help protect your floors and keep them looking neat and tidy no matter the season.

WHAT A **BRANDED** ENVIRONMENT CAN LOOK LIKE

Cookie-cutter solutions for branding your space simply don't exist. Everything from the messaging to the fabrication and installation must be right for your brand and your culture. You can, however, get inspiration from seeing how others are branding their spaces and telling their stories.

That's why we thought you might like to see some of the recent branding installations at our main campus in Columbus, Ohio. It's a sampling of solutions we use to bring a space, and a brand, to life. Let's take a look at what a branded environment can look like, and we hope you'll consider stopping by to visit us and seeing the live version first-hand!

EXTERIOR

The first impression you make happens before a person sets foot into your physical space. Your building exterior reflects to others what they'll encounter inside. You might have certain restrictions that are out of your control about what signage and colors you can use on the exterior of your office building,

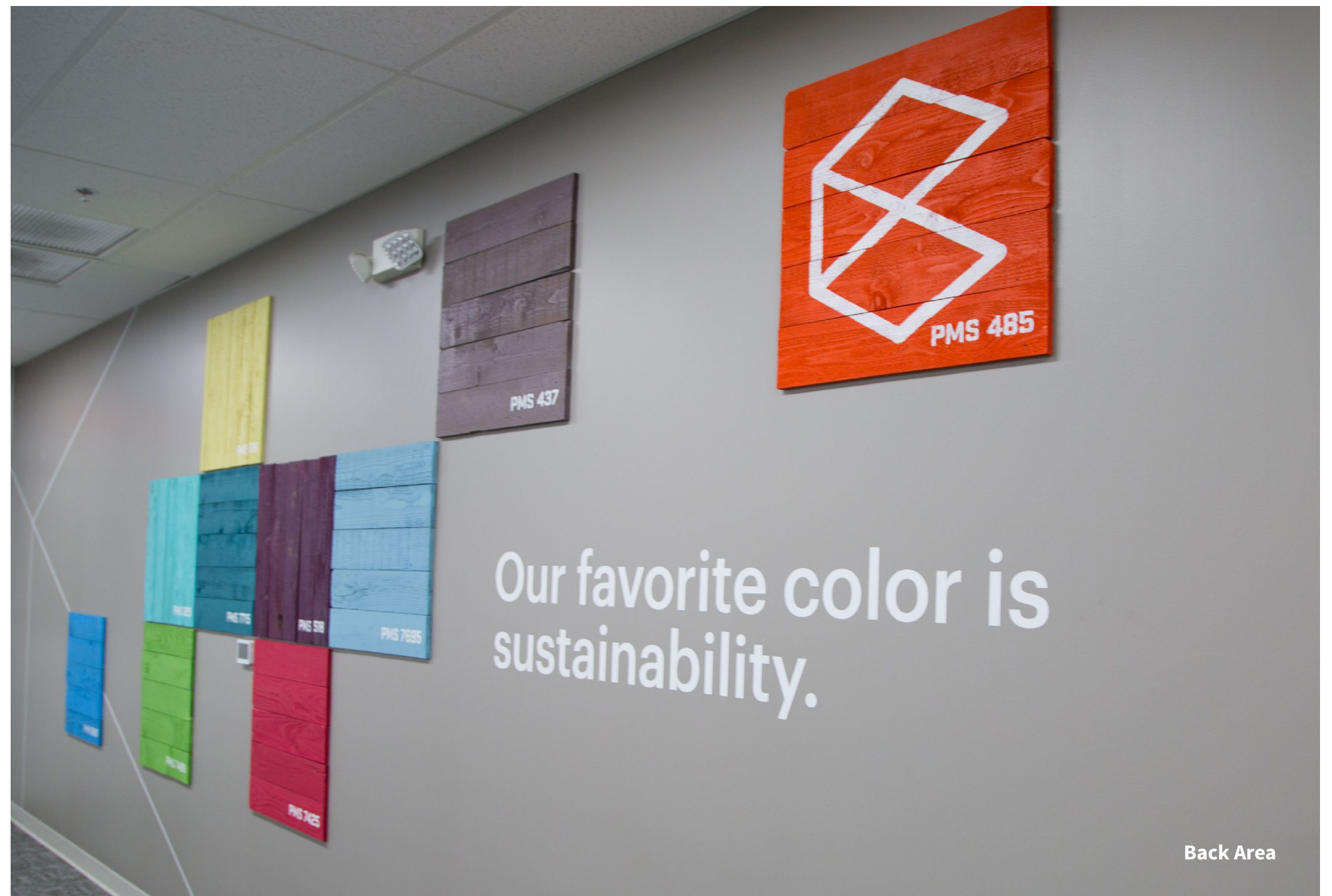
but keeping it clean and tidy and prominently displaying your logo is the start of the branded experience. Our exterior is colorful and memorable, showing off our creative, fun personality and culture.

LOBBY

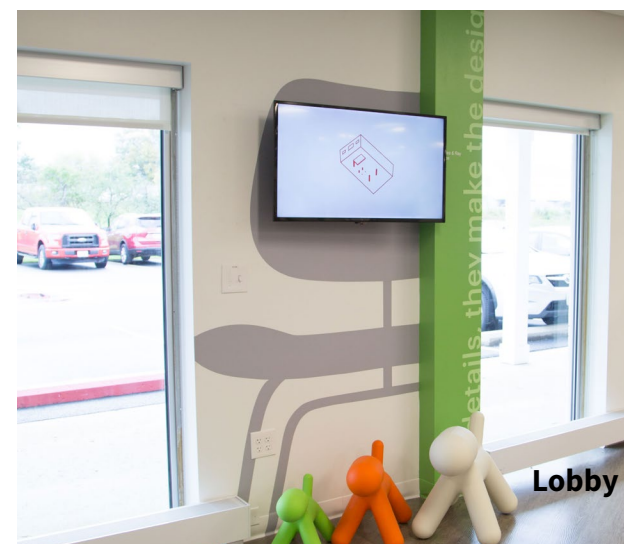
A lobby is where visitors (and sometimes your associates) take their first step into your space. It should be welcoming and impactful. Our lobby uses lots of vinyl graphics and acrylic lettering. Vinyl striping carries the look into the next room and gives the space an enhanced 3D feel. We also use tone-on-tone colors that give the impression of more dimension and an integrated digital display screen to provide information to visiting clients, partners, and friends.

FRONT AREA

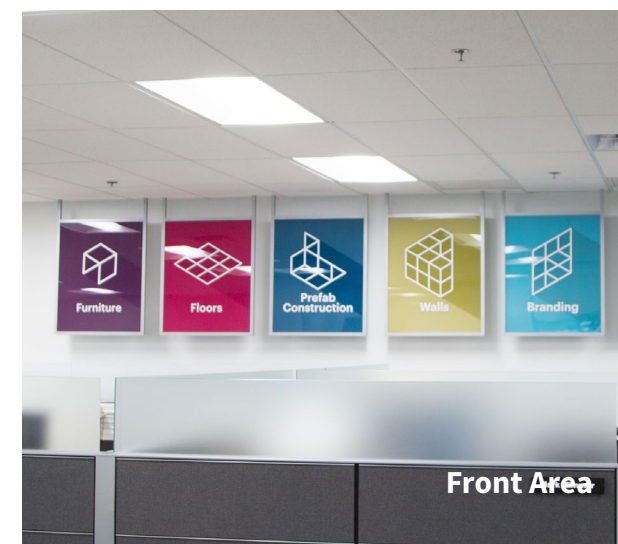
As visitors retreat further into your space, you should provide additional information about who you are and what you offer. The work areas closer to your entrance begin to tell your story and emphasize the services you provide. Our front area includes wraparound vinyl quotes to create intrigue and draw visitors further into the space. We also came up



Back Area



Lobby



Front Area

with creative design solutions, such as a wall made out of recycled pallets that reflects our own brand color palette and promotes our commitment to sustainability.

BACK AREA

As one retreats even further into your space, your areas will likely contain more internal-facing branded elements. This is a good chance to turn your messaging to your associates to reiterate what you do and why you do it. Keeping everyone on the same page ensures consistency in your brand and strengthens

your culture. Unique features in our back area include custom color-coated acrylics in custom shapes as well as a carpet swatch wall that closely corresponds with our brand color palette and provides examples of the types of carpet we install.

CAFE

A cafe allows the chance to take a break and share food, drink, and conversation. We have two cafes for associates as well as a front-facing cafe for visitors and associates alike. Our associate cafes feature vinyl sheets of words with dimensional-cut acrylics and colored edging to make the graphics pop. They help to reinforce to associates the things that matter most to us as a company.

HALLWAY

Any hallway can be turned into an inspiring space. Internal messaging works well in these areas to boost morale. Messaging down a high-traffic hallway that leads to our restrooms displays an uplifting message to our associates, letting them know how much they're appreciated.



Cafe



Hallway

SPECIAL SPACES

You have the opportunity to create special spaces within your office that speak to what's important to you. One such space in our main campus is a wall that displays the community service component of our business known as Continental Cares. A dedicated wall displays imagery of our associates involved in Cares initiatives and a portion of the wall speaks to our partnership with Pelotonia, complete with deconstructed bicycle parts.

Every space has a story to tell. By incorporating branded elements into the design of yours, you can bring this story to life. Every office has furniture, flooring, and walls and these can all be beautiful and purposeful, but making your environment visually dynamic and interesting through branding is the cherry on top.



Special Space



Hallway

THINK. FEEL. DO.

Branding needs to be intentional. While the aesthetic of the design is important, it's important for every branding installation (and the journey as a whole) to have a specific purpose. When creating our journey, we ask key questions:

1. **What do we want people to think when they're in our space?**
This is where we want to elicit a rational response. For Continental Office, it's important to reinforce key brand messages to our associates. For our visitors, it's important to convey that Continental Office offers holistic solutions that will be customized to their space. We want our visitors to think (and know) that they're in the right place for a team of experts to deliver a perfect workplace environment—inclusive of branding.
2. **What do we want people to feel when they're in our space?**

The feelings that people have when they experience a branded environment are the result of how the brand establishes an emotional connection. If the rational connection reaches the mind, then the emotional connection tugs at the heartstrings. For our space, we want our guests and associates alike to feel confident, assured, and inspired.

3. **What do we want people to do when they're in our space?**
The action item of "do" is often forgotten when it comes to branded spaces. But without a specific call to action, the branding may not be as memorable as we'd desire. For our associates, we want to catalyze brand pride, brand ambassadorship, and brand evangelism. For our visitors, it's important that we provoke serious discussions and make them want to ask questions to seek more information.

All it takes to make something incredible is **VISION**,
PURPOSE and the
SPACE to bring it to life.



Branding eBook



Learn How to Brand Your Space!
DOWNLOAD NOW



Design With *Biophilia in Mind*

Biophilia is a term used to describe a love of living things. In architecture, biophilic design is a sustainable design strategy that reconnects people with the natural world in the built environment. It's about the use of materials from nature but also about the use of elements that mimic natural forms and patterns of nature. Incorporating biophilia into office design can be accomplished in direct or subtle ways. You can bring plants or a water feature into a space, or even wood, stone, or other natural elements. This kind of design makes spaces more functional and beautiful while also creating feelings of connection to nature.

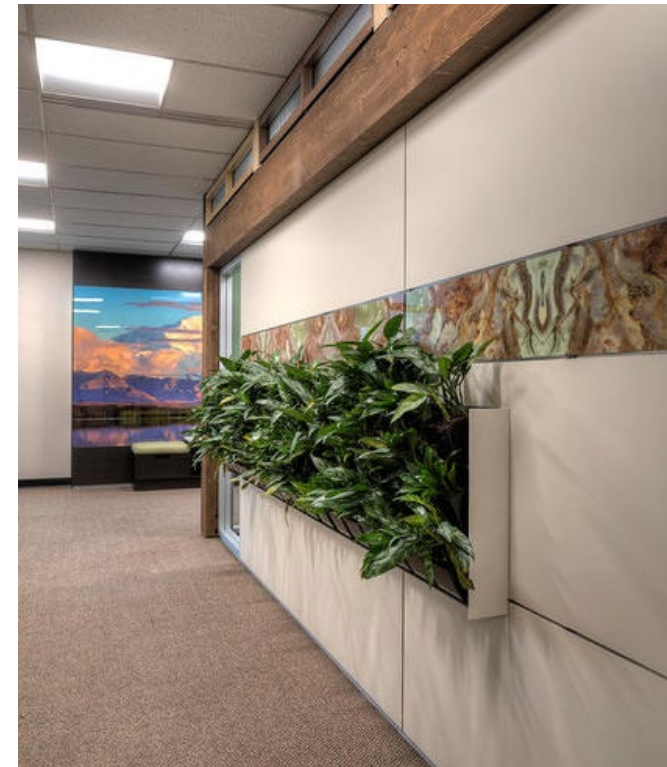
The rapid rate of urbanization and abundance of manmade structures in today's world has led to a disconnection with the natural environment. The United Nations predicts

that by 2030, 60% of the world's population will live in urban environments. According to the EPA, we spend over 90% of our time in the built environment today. In a strange twist of fate, it has become our natural habitat. But we need things like sunlight, vegetation, views of landscapes, natural scents, and access to the outdoors to feel and do our best work.

Bringing nature inside can have a positive effect on productivity levels, mood, and health, creating high-performing organizations. Studies are beginning to show that an increase in biophilic design in offices enhances worker morale, creativity, and focus, decreases stress and anxiety, and even helps to recruit and retain talent, all of which impact a company's bottom line. Even when it's not possible to bring a tree into the office or create a vertical garden, simulated views

of nature, on television screens or through artwork, can still create positive effects, such as lowered heart rates and blood pressure.

Biophilic design has become an important part of office spaces today and for good reason. It's not just a matter of aesthetic appeal or a new trend. It's not just nice to have. Nature in the workplace makes employees happier and healthier, and reduces costs in the long-term. Biophilia brings buildings to life.



A Space That Feels Like Home

By: John Aldergate, Former Vice President of Human Resources, YWCA

Our mission at YWCA Columbus is eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all. We focus on breaking down barriers and creating opportunities for women and families – not just in critical moments, but every single day. The historic Griswold building in downtown Columbus, Ohio houses our Center for Women, which provides permanent supportive housing for women struggling with disabilities and chronic homelessness. It's also where our administrative staff of 60 provides services 24 hours a day, seven days a week, 365 days a year for our residents. As a 90-year-old building in constant use, we knew the time had come to make some much-needed updates to our space. Earlier this year, we completed a year-long renovation project that brought the building into the 21st century while still keeping the integrity of this special structure from the early 1900s. In the process, we created a LEED certified building in a space that feels a lot like home.

Prior to starting this project, our residents and staff were spread out across all eight floors of our building. We now provide 91 apartments on our top seven floors that include small private efficiencies and one-bedroom units fully furnished, where our residents can learn life skills to live independently. We also provide areas that can be rented by the community, including a ballroom for weddings and other large events, a board room for smaller events and meetings, and a library that is historic to the Griswold. The entire building provides us with opportunities to grow as an organization and grow into the space. Having a flexible and adaptable space is what we needed. We also added

technology throughout the building to take our space to the next level.

As with any older building, you're never quite sure what challenges you'll face when you embark on a renovation. You might open up a wall to fix a pipe and end up needing to fix the electric, too. We tackled some interesting projects during our own renovation in order to preserve the historical guidelines for the space. One such project involved placing a ballroom over top of an old swimming pool. We had to keep the pool's tile walls untouched and came up with creative solutions to customize the space. We placed our women's residency staff in a glass suite atop an old basketball court. Previously, we didn't have suites for teams to stick together but as a result of making this change, we've seen morale and accessibility increase. We also turned an old bowling alley into a co-working space, with the original bowling lane floors intact. This new space provides rentable offices and workstations for the community to meet in and collaborate together. Each undertaking has allowed us to keep a piece of history while also telling the story of the people who inhabit our space today.

We were lucky that we had many great community partners involved in this undertaking. They encouraged us to think about things differently than we did before. When we were able to see our space from an outsider's perspective, we saw how we could do things better. Through it all, we learned a lot. I know I did, and now I could even tell you all about things like change orders and value engineering. To any non-profit or for-profit organization looking to update or change their space, my advice to you would be to not be afraid to ask a lot of questions or to consult your vendors and partners about what they think. Go out into your community to see what others have done. In fact, we'd love to have you stop by our space the next time you're downtown and help to inspire your next great project!





Designers

DISCUSSION

Our most recent designers discussion included an outside perspective from human resources. We wanted to know how designers and HR can work together to tackle the rising problem of associate attraction and retention.

First we wanted to know, “How does design play a role in the associate experience?” Our associates agreed that design plays a larger role in everyone’s daily life than it ever has in the past. With the help of the internet, there’s total accessibility to a company’s office environment – what it looks like and what associates think about working there – which impacts the job search process. Branding also plays a role in showing what a company stands for and engaging and inspiring associates at work.

Next we asked, “Can you provide some examples of design elements that help to attract talent?” Everyone agreed that technology plays a huge role in attracting talent, and virtual reality was

identified as where things are heading in the future. Having flexibility and variety in the types of spaces available in an office was also deemed important.

Then we wanted to understand, “Why is it important that HR and designers work together to improve associate attraction and retention?” It was mentioned that in order for associates to be happy and productive at work, they need to feel good about the environment and culture of their workplace. Over the decades, it’s been exciting to see how things have changed when it comes to what’s important to people at work.

And finally we had to ask, “Does the environment affect culture and if so, how?” All agreed that to feel motivated and inspired, your space needs to reflect those characteristics.

You can watch the entire discussion by clicking below.



Sit to Stand

IS IT RIGHT FOR YOU?

You sit more than you sleep. Many aren't aware of the health risks sitting at work all day can cause. Today's studies show that sitting for prolonged periods of time can be as detrimental to health as smoking cigarettes. Still, we sit nearly $\frac{3}{4}$ of our day on average. One way to combat this is to use a sit-to-stand work station. Sit-to-stand tables are designed to make moving between sitting and standing at the office easy and intuitive, and they give associates the opportunity to choose how they want to work throughout the day. In fact, a sit-to-stand desk reduces sitting time by 66 minutes per day, reduces upper back and neck pain by 54%, and improves mood states. So what's the problem? Many people who use sit-to-stand desks still spend the majority of their day in a seat.

The healthiest posture is one that changes throughout the day. Some experts recommend that workers with desk jobs aim to stand for four hours a day, with light activity throughout the work day. Smart desks like Herman Miller's Live OS are working to minimize the sit-to-stand problem with real-time reminders to change your posture throughout the day with a subtle shake of your desk. Companies can even implement fitness challenges to make it fun for associates to get moving or can spread out widely used office accessories, like printers and coffee makers, to make for a more active

day. At Continental, we provided our associates with Fitbits last year and we regularly have fun walking challenges with apps like Stridekick.

Before investing in sit-to-stand work stations, you should take the time to evaluate which teams and associates will use them most effectively. Team members who already spend a large majority of their time on their feet or moving around to different spaces in the office will likely not gain as much benefit from a sit-to-stand desk. Those who complete lots of heads-down work or who need to be at their desk the majority of the day might find sit-to-stand desks to be ideal.

Once stations are implemented, there should be training on how to use this kind of technology. Tracking data on usage will also help to ensure your investment is a great one. You might even want to begin with just a single desk before incorporating the technology across an entire department. Implementing a few sit-to-stand desks for all associates to use, regardless of role, is another way to learn what works best for your team.

We know it can be challenging to proactively change your posture and commit to move more throughout the day, but your health and your happiness depends on it.



YOU SIT
MORE THAN
YOU SLEEP



THE SKILLED CONSTRUCTION Labor Shortage

WHAT YOU NEED TO KNOW

In today's construction market, the labor shortage appears to be getting more dismal while the demand for great spaces is growing. In a country that's known for building amazing structures, this is a relatively new challenge and the industry is looking for a solution. After all, the U.S. built revolutionary structures like the Empire State Building (the tallest building in the world from 1931 to 1970) and the Hoover Dam, which controlled the Colorado River for the first time in history. How did we get here?

Almost a decade ago, the construction industry was hit hard by what we now call The Great Recession. Banks closed, unemployed rates exploded, home prices fell, and funding was pulled from countless construction projects. The U.S. Census Bureau reported that construction spending was at \$1.2 trillion in pre-recession (March 2006) with residential at \$672.9 billion and private nonresidential at \$267.9 billion. By 2007, residential alone was down over \$100 billion to \$568.9 whereas nonresidential rose only slightly. Although the recession "ended" in 2009, construction companies still struggled to survive and total spending hit an 11-year low of \$761 billion in February 2011. It was also during this time that we saw construction unemployment rise to 20%, twice that of the national average and the highest of any industry in the U.S.

Today, it's been eight years since the housing bust drove an estimated 30% of construction workers into new fields, according to the National Association of Homebuilders. They say builders are struggling to find workers at all levels of experience and that there are currently approximately 200,000 unfilled construction jobs in the U.S. - an increase of 81% in the last two years.

Overall, the construction labor shortage is raising contractors' costs, workers' wages, and ultimately

slowing down construction. This means contractors are getting creative about building better and differently than they have in the past.

One such method is by flipping the equation. Most construction project budgets equate to 70% labor and 30% materials. Some are finding success by using prefabricated construction solutions that only require 30% labor and leaves the other 70% of cost for materials. It's essentially changing the way we build things.

This is the model used by DIRT, a prefabricated interior construction company that's disrupting the construction industry by offering ways to build better. Their technology-driven approach is antiquating conventional construction. According to DIRT, conventional construction employs a complicated, linear, and ineffectual method. They believe there's a better way.

"Knowledge is knowing how to build it cheaper. Wisdom is knowing how to build it better. That's what we do," says Mogens Smed, CEO of DIRT.

Because DIRT developed and uses ICE® technology, it reduces the amount of labor drastically. With ICE®, you can visualize, design, collaborate, customize, configure, price, and manufacture all from the technology platform. It provides cost certainty, shortens timeframes, and eliminates human error. This ultimately results in savings and less need for labor.

It appears the labor shortage is here to stay, at least for the foreseeable future, so it's good to know there are options that can dramatically reduce the amount of labor you require to complete a job on time and on budget.

IN THE NICK OF TIME

A Column by Nick Magoto,
EVP Design, Continental Office

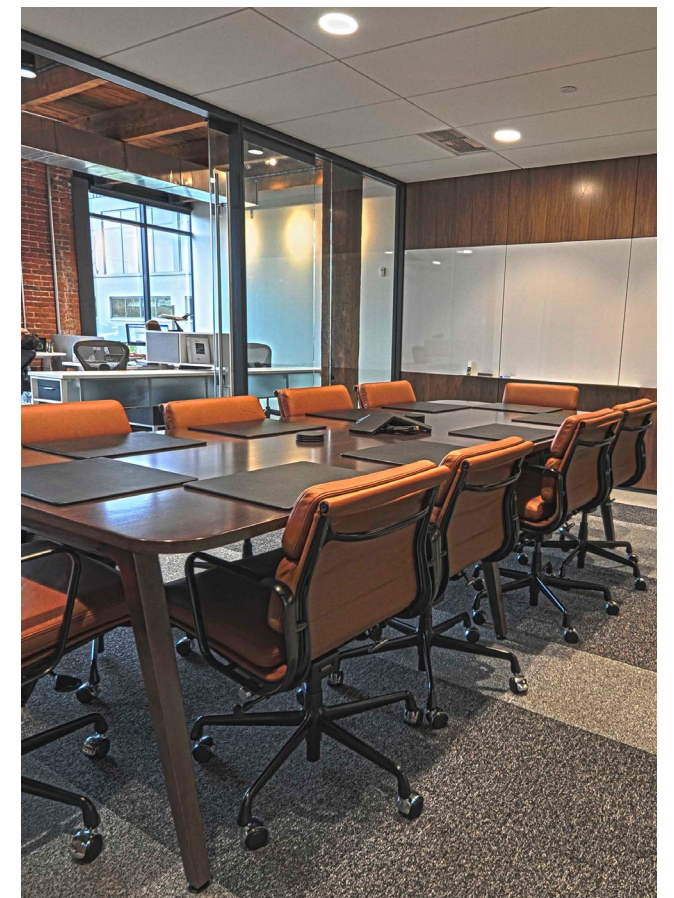
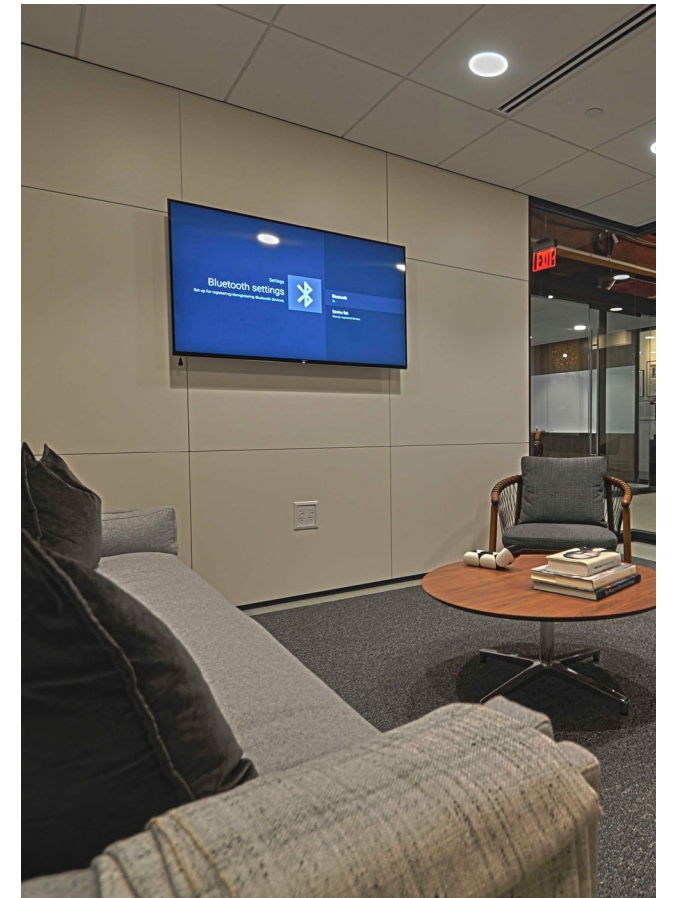
Attracting the best and brightest talent is one of the great challenges of our time. It's becoming harder than ever to recruit and retain associates that do great work. The office of the past could look and feel the same for years and you didn't have to worry about losing your staff as you do today. I'm finding that in order for companies to be successful at drawing in talent through design, they must distance themselves from the traditional look of corporate America to attract the talented workforce that's out there.

We used to take comfort in the ability to come to work and sit at our assigned desk in our designated room. Today, the allure is in coming to work and choosing a different seat in a different environment every day. If the work for the day requires an associate to complete lots of heads-down work, a smaller and quieter space is where they'll want to be. If they need to collaborate or be creative, they might choose to sit in a café-like space or near a high-traffic area. Being able to do our best work means working in an environment that's best for the task at hand.



When we switch from home to the office, a stark difference between the two is no longer optimal. That's not to say our offices need to look residential, but incorporating home-like features into your space can work wonders when it comes to helping people feel comfortable and be productive. Additionally, commercial spaces today must be extremely supported by technology. The Internet of things (IoT) is growing rapidly. IoT allows all of our devices to connect to one another to collect and exchange data, from our tablets and phones to our watches and desks. Having this technology readily accessible and optimized is crucial for attracting innovative minds, creating high-performing workplaces, and evolving to meet future needs.

Facilities that transform to appeal to talent are best positioned for success. Change can be hard but it's necessary. In fact, it's fun and exciting! Companies that adapt are going to attract. Make your space a great reason for people to want to come to work and do great things.



Continental Cares

By: Amy Relli, Sales & Marketing Support Manager

We love creating great spaces, and making the world a better space to live in. Community service is a critical aspect of our company's DNA. We started Continental Cares in 2007 but we were already committed to corporate social responsibility long before that. Different associates were doing different things such as donating their time and resources and volunteering around our communities. We wanted to make a deeper impact and get our whole team involved in initiatives, together.

Our industry leads itself to waste; we have the potential to fill up landfills and we don't want that to happen. We're also part of a creative industry, and we believe we have something special to give back with our talents. We took a hard look at everything we were involved in and we structured our program towards what we're passionate about and good at, which is finding creative solutions to make our

communities even better. In particular, we focus on certain non-profits in four different categories:

- Health and wellness
- Art, education, and creativity
- Youth and family needs
- Environmental sustainability

Through our Cares initiative, we've been able to raise more than half a million dollars for Pelotonia in the fight to end cancer, donate numerous trucks full of furniture to the Central Ohio Furniture Bank, and recycle up to 1 million pounds of flooring and other materials annually. We also work with many manufacturer partners that are LEED and WELL certified and who provide products that are made of recyclable materials and are recyclable as well.

Besides reaching outward, it's important to remember that giving back starts from the inside out. The health and wellness of your own associates allows them to extend that same level of care to others. Coordinating things like walking challenges, fitness classes, providing ergonomic furniture and accessories around the office, as well as healthy food and drink options all help to educate and strengthen your team. It begins with associates, and moves on to their families, and then out to the community at large. Giving back is a gift that keeps on giving.



Dunk Tank Fundraiser



Pelotonia 2017



St. Stephen's Food Donations

JUST HOW VALUABLE IS CREATIVITY AT WORK?

Creativity is, by definition, the act of turning new and imaginative ideas into reality. As more and more companies desire associates who think and work differently, the more important creativity at work is becoming. Organizations that are open to new ideas and new ways of thinking are ahead of the curve. In fact, unlocking creative potential is the key to economic and societal growth. A global “State of Create” study conducted by Adobe reports that 70% of global respondents across North America, Europe, and Asia feel that being creative is valuable to society. Regardless of industry or geography, creativity is at the forefront of today’s successful countries, cities, and workplaces.

The Adobe study also found that there is a workplace creativity gap. Three in four people believe there’s an increasing pressure to be productive rather than creative at work. Yet, more than half say there’s an increasing expectation to think creatively at work. The most successful organizations are the ones that generate better ideas faster. When companies encourage and support creative thinking and creative work, the results are powerful. A business that invests in creativity is actually more likely to increase productivity as well as foster innovation, have happier associates and satisfied clients, provide a better client experience, and overall be more financially successful. Investing in creativity pays off.

Creativity doesn’t just make people better workers and leaders, but more well-rounded human beings. Workplaces today that take a human-centered approach when it comes to designing their spaces and growing their teams are seeing people live up to their creative potential, harness their passions, and apply it to a greater purpose. Not to mention, the workspace becomes an extension of supporting a creative environment. When you support the creative flow throughout an entire office, you prime your organization for innovation. Creativity differentiates businesses and drives a strong brand experience. Creativity at work today isn’t just important; it’s imperative.





GREAT SPACES



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