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

DETAILED PROGRAM

July, 6th – July, 24th

Case study by:
vodafone

SUMMER SCHOOL ON WORKPLACE MANAGEMENT – SSWM – 2020

2020 edition: focus on coworking spaces

By referring to the '**COST Action CA18214**', in which lecturers and organizers are involved, and by presenting preliminary outcomes of the CA18214, the participants of the summer school will get a comprehensive overview of the current knowledge on the **new working spaces such as coworking spaces** and new trends in the local and international contexts.

The nature of work has been evolving recently, along with the way **working spaces** are used. This dynamic has major implications for **working space design**, **management** and **location** that need to respond to new challenges. This course will assist students, practitioners and researchers to engage with these ongoing evolutions.

Participants will learn to:
* Integrate different disciplines in a sound reasoning around the workplace, with a focus on coworking spaces;
* Manage the planning, programming, and executing phases of a workplace change process;
* Manage planning and policy tools in fostering coworking space diffusion;
* Picture the future evolution of workplaces and its impact at the building and local scale, both in core and peripheral areas.

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF
DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

REAL ESTATE CENTER – REC

The [Real Estate Center](https://www.rec.polimi.it/) (**REC** - https://www.rec.polimi.it/) is currently composed of about 20 people, among which Associate, Assistant and Adjunct Professors, Post-doc researchers, PhD candidates and other short-term collaborators. Our aim is trifold:
to aggregate multiple real estate streams (e.g. fund, asset, property, project, and facility management, corporate real estate and workplace management, public and social housing);
to enhance the Italian best practices; and
to innovate the sector.

To achieve our goals, we are actively engaged in research, consulting, and education.
Some of our ongoing **research projects**, at both national and European level, concern the following themes: Italian proptech; corporate real estate strategies; workplace management education; and economic and territorial strategies, financial constraints and circular regeneration in Italian metropolitan cities.
We undertake **consultancy activities** for public and private institutions. We support organizations in feasibility studies (e.g. Italian Railways), tender specifications for facility management services (e.g. Chiesi, Leonardo), workplace policies (e.g. Chiesi, A2A, Tenaris), post-occupancy evaluations (e.g. Nokia), etc.

We are involved in both **academic and executive education**. We have been running a post-graduate Master's program in Real Estate Management (REM) for more than 20 years. Given its results in terms of satisfaction and employability of the participants, the Royal Institution of Chartered Surveyors (RICS) has patronized REM since 2001.
We also teach classes at Master's level in the programs of "Architecture" and "Management of Built Environment". These classes include: Facility Management, Project Management, Valuation, Building Types and Construction Methods, Building Technology Lab., and more.

We organize yearly two international training activities:
* **IREC**, [International Real Estate Challenge](#) (January): REM's students participate in a 10-day challenge, which simulates the work of a consulting company to relocate the headquarters of a corporate client; and
* **SSWM**, [Summer School on Workplace Management](#) (July): This is a two-week intensive workshop where participants collaborate in interdisciplinary teams to elaborate a workplace change brief for a real client.

Case study by:

COST ACTION CA18214

COST - European Cooperation in Science and Technology - is Europe's longest-running intergovernmental framework supporting the collaboration of nationally funded science and technology research through the creation of networks. Also known as Actions, these networks allow scientists to grow their ideas by sharing them with their peers and thereby give impetus to their research, career and innovation.

COST Action 18214: The COST project '**The geography of New Working Spaces and the impact on the periphery**' involves 88 research partners from 27 countries - from October 1, 2019 to September 30, 2023.
The aims of the project are:

* sharing the scientific outcomes on new working spaces such as Coworking (CS) and Maker Spaces (MS) (definitions, typologies and geographical distributions);
* comparing the best practices and direct and indirect impacts with a particular focus on the periphery;
* sharing the policy tools across the countries.

https://www.cost.eu/actions/CA18214

PEOPLE

DIRECTORS

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

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

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

SCIENTIFIC COMMITTEE

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

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

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

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

Pavel Bednar, Tomas Bata University, Department of Regional Development, Public Sector Administration and Law

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

ORGANIZING COMMITTEE

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

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

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

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

Silvia Francesca Leoncini, Researcher, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

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

CASE STUDY BY VODAFONE

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

PEOPLE

LECTURERS

Mina Akhavan, CA18214, Postdoctoral researcher, Politecnico di Milano, Department of Architecture and Urban Studies

Pavel Bednar, CA18214, Associate Professor, Tomas Bata University, Department of Regional Development, Public Sector Administration and Law

Tamàs Berky, Consultant, Garapena Ltd.

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

Stefano di Vita, CA18214, Researcher, Politecnico di Milano, Department of Architecture and Urban Studies

Mina Di Marino, CA18214, Associate Professor, Norwegian University of Life Sciences, Faculty of Urban and Regional Planning

Petr Dubovsky,

Ying Hua, CA18214, Associate Professor, Cornell University, Department of Design and Environmental Analysis

Stefania Fiorentino, CA18214, Researcher, University College London, Planning and Local Economic Development

Anita Fuzi, CA18214, Coworking Research Consultancy & Head of Research Evelo Agency

Ilaria Mariotti, CA18214, Associate Professor, Politecnico di Milano, Department of Architecture and Urban Studies

Carolina Pacchi, CA18214, Associate Professor, Politecnico di Milano, Department of Architecture and Urban Studies

Gabriele Pasqui, Full Professor, Politecnico di Milano, Department of Architecture and Urban Studies

Chiara Tagliaro, CA18214, Postdoctoral researcher, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

ASSISTANTS

Narges Kasaee Esfahani, ex Politecnico di Milano student and SSWM participant

Silvia Francesca Leoncini, Researcher, Politecnico di Milano, Department of Architecture, Built Environment and Construction Engineering

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

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

COMPANY PROFILE

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

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

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

Case study by:

COMPANY PROFILE

Two years ago, Vodafone Italia adopted an agile working policy and started a radical reorganization of its office spaces in the **Lorenteggio Village (Milan)**.

Today the **workstations** at Vodafone Italia are organized as follows:
1) 0.2% of closed offices with assigned workstations;
2) 1.2% activity-based layout with assigned workstation; and
3) 98.6% activity-based layout without assigned workstation.

The corporate population at Lorenteggio Village has specific characteristics.

Typology of **contracts**:
1) 64% full time employees;
2) 24% part time employees; and
3) 12% freelancer.

Ratio between **men and women**:
1) 45% men; and
2) 55% women.

Distribution of workers by **age**:
1) 20% 18-34 years old;
2) 60% 35-49 years old; and
3) 20% more than 50 years old.

Today Vodafone Italia is interested in finding new opportunities for:
(a) increasing **space efficiency**;
(b) boosting employees' **creativity and effectiveness**; and
(c) **experimenting** new ways of working.

The SSWM will adopt the Vodafone case to explore innovative layout solutions and to study possible relations with one (or more) coworking spaces around the city of Milan.

Case study by:

COMPANY OBJECTIVES

The company would like SSWM to provide insights into the potential economic, social and environmental advantages of new workplace strategies.
SSWM-2020 will develop 2 complementary stages, by:

1) Simulating a "**dispersed workplace**" by outsourcing some workstations
    (e.g. renting out desks into existing coworking spaces around the city)
    - II week

2) Creating a "**workplace change**" proposal to improve the existing HQ
    (e.g. increasing breakout areas and collaboration spaces)
    – III week

The final outcome will be a new workplace strategy and design brief:
*   In the **II week** participants will examine the opportunities offered by different coworking spaces in the city, based on factors such as location in different neighborhoods, common values and mission, good support for Vodafone employee's way of working, and reachability for employees. The **output** will be a framework of the possible benefits that the company can gain through a workspace outsourcing strategy;
*   In the **III week** participants will dig down into the analysis of pros and cons of the HQ workspace. The **output** will be a collection of ideas to renew the existing corporate spaces and better align them to Vodafone's mission, vision and ways of working.

Case study by:

WEEKLY SCHEDULE I week

Covered topics	Instructors	Activity	Day
E-learning		Theoretical overview on workplace management strategies: 1. Global trends and new ways of working, 2. Organizational culture and values 3. Workplace outcomes 4. Workplace services	**Mon 6 – Tue 7**
Virtual group competition		Group work: answering questions about the theoretical overview - Module Culture	**Wed 8** **16.00**
Virtual group competition		Group work: answering questions about the theoretical overview - Module Outcomes	**Thu 9** **16.00**
Virtual group competition		Group work: answering questions about the theoretical overview - Module Services	**Fri 10** **16.00**

cost
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

WEEKLY SCHEDULE II week

Covered topics	Instructors	Activity	Day
WARM-UP: Introduction Presentation of the «Case-study company»	Andrea Ciaramella, Chiara Tagliaro, Gabriele Pasqui, Ilaria Mariotti, Mirna Gelleni	Instructions and general organization of the course Presentation of Vodafone	**Mon 13** 13.30 - 19.30
Virtual Tour at Vodafone Village	Mirna Gelleni	Virtual Tour	
Coworking typologies **Coworking in Milan, London and Rome**	Mina Akhavan Ilaria Mariotti, Stefania Fiorentino	Theoretical overview	**Tue 14** 13.30 - 19.30
Explore coworking spaces		Group work	
Virtual Tour at Barra A and Bureau/Base	Davide dal Maso	Virtual Tour	
Effects of Coworking Spaces on workers **Effects of Coworking Spaces on urban context** **Multi-locality & Covid-19**	Ilaria Mariotti, Mina Akhavan Carolina Pacchi Mina di Marino	Theoretical overview	**Wed 15** 13.30 - 19.30
Coworking Spaces development strategy		Group work	
Virtual Tour at Copernico	Deborah Basso, Diego Pellizzari	Virtual Tour	
Coworking & creative industries practice **Services to support workers**	Pavel Bednar, Petr Dubovsky Anita Fuzi, Tamàs Berky	Theoretical overview	**Thu 16** 13.30 - 19.30
Propose new services for employees		Group work	
Virtual Tour at Outlandish	Polly Robbins	Virtual Tour	
Instructions and reviews for intermediate presentation		Group work	**Fri 17** 13.30 - 19.30
Discussion		Group work	**Sat 18** 13.30 – 16.30
Virtual Tour of Italy		Individual	**Sun 19**
Virtual group competition - optional		Group work: answering questions about Italy - Discover the beauties of Italy	

Case study by:

WEEKLY SCHEDULE III week

Covered topics	Instructors	Activity		Day
From workplace strategy to design brief **How to transform requirements into a brief**	*Ying Hua, Chiara Tagliaro* *Narges*	Theoretical overview		**Mon 20** **13.30 - 19.30**
Discussion about first week takeaways from e-learning		Group work		
Virtual Tour at A2A	*Matteo Falletta, Federica Tomasini*	Virtual Tour		
Workplace design **User Personas**	*Tamàs Berky, Chiara Tagliaro* *Tamàs Berky*	Theoretical overview		**Tue 21** **13.30 - 19.30**
Design proposals		Group work		
Virtual Tour at Zambon	*Silvio Zani*	Virtual Tour		
Workplace Performance	*Chiara Tagliaro*	Theoretical overview		**Wed 22** **13.30 - 19.30**
Propose new services for employees		Group work		
Virtual Tour at Workitect	*Luca Brusamolino*	Virtual Tour		
Instructions and reviews for final presentation		Group work		**Thu 23** **13.30 – 19.30**
Discussion		Group work		**Fri 24** **13.30 – 16.30**

I WEEK

E-learning

06/07/20 – 12/07/20

Case study by:

TIMETABLE Monday 6th

E-learning: SSWM_2020_materials
1. Module TRENDS;
2. Module CULTURE;
3. Module OUTCOMES;
4. Module SERVICES.

TIMETABLE Tuesday 7th

14.00 Virtual group meeting at group classroom on Teams.
GOAL:
- Meet your group;
- Find a **group leader**, who will be responsible to talk to professors and answer group's games.

TIMETABLE Wednesday 8th

16.00 Virtual group **game** on Module CULTURE on Quizizz

TIMETABLE Thursday 9th

16.00 Virtual group **game** on Module OUTCOMES on Quizizz

TIMETABLE Friday 10th

16.00 Virtual group **game** on Module SERVICES on Quizizz

THE WINNER GROUP WILL CHOOSE WHEN TO PRESENT IN BOTH THE PRESENTATIONS

cost
EUROPEAN COOPERATION IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO MILANO 1863
DIPARTIMENTO DI ARCHITETTURA, INGEGNERIA DELLE COSTRUZIONI E AMBIENTE COSTRUITO

POLITECNICO MILANO 1863
DIPARTIMENTO DI ARCHITETTURA E STUDI URBANI

REC Real Estate Center

TF DIPARTIMENTO D'ECCELLENZA FRAGILITA' TERRITORIALI 2018–2022

Case study by:
vodafone

II WEEK

Live - COWORKING

13/07/20 – 19/07/20
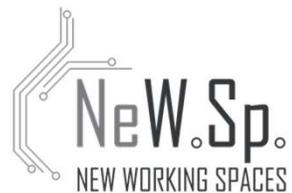
TIMETABLE Monday 13/07/20

	GAME
13.30	Workplace keywords VS Coworking keywords
13.35	Participants self-introduction
14.45	Break
15.00	ABC department and research line (*Andrea Ciaramella*), Research and consulting experiences of REC, Objectives of the course, Deliverables (*Chiara Tagliaro*)
15.15	DAStU department and research line (*Gabriele Pasqui*), Research and Consulting experiences, Why partnering with ABC - REC (*Ilaria Mariotti*)
15.30	COST Action – presentation of the project and partners (*Ilaria Mariotti*)
15.45	How the workplace has been evolving to accommodate new ways of working and new workspaces (*Chiara Tagliaro*)
16.15	Course organization (*Chiara Tagliaro*)
14.45	Break

16.30 **"Workplace strategy and Design Brief"** (*Mirna Gelleni*) - Presentation of the "case-study company"

Virtual Tour at VODAFONE VILLAGE

The tour give the opportunity to collect preliminary information and impressions through meetings with users.

GOAL: Groups will have the opportunity to:
- Grasp the main feature of the existing corporate office spaces and surrounding neighborhood;
- Ask questions to the company's representatives regarding their objectives;
- Ask any additional question to set up the context for development of the workplace strategy and design brief.

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real Estate Center

DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

TIMETABLE Tuesday 14/07/20

13.30	State of the art – studies on coworking spaces – Coworking typologies (*Mina Akhavan – 45 min*)
14.15	Coworking in Milano & location factors. A focus on Milan (*Ilaria Mariotti – 45 min*)
15.00	Experiences from London and Rome (*Stefania Fiorentino – 30 min*)

REVIEW COMMITTEE

Chiara Tagliaro, Ilaria Mariotti, Mina Akhavan, Stefano di Vita, Alessandra Migliore, Stefania Fiorentino

15.30	*GOAL:* Exploring virtually the location of coworking spaces in Milan (Google Earth, Street View, etc.) 1) Explore coworking spaces at the neighbourhood scale: - Local public transport accessibility; - Proximity to services. 2) Analyze the coworking space building and community: - Coworkers' professions; - Type of services; - Typology of spaces. *OUTPUT (2-3 slides):* • Analysis of coworking spaces; • Selection of criteria to evaluate the most suitable coworking spaces for Vodafone
17.30	Review and discussion
18.30	Virtual Tour at Barra A (*Davide Dal Maso*) Virtual Tour at Bureau/Base (*Davide Dal Maso*)

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018−2022

Case study by:

vodafone

TIMETABLE Wednesday 15/07/20

13.50	The effects of CS on coworkers (direct effects) (*Ilaria Mariotti – Mina Akhavan – 20 min*)
14.10	The effects of CS on the urban context (indirect effects) (*Carolina Pacchi – 20 min*)
15.00	Multi-locality & COVID-19 (*Mina di Marino – 50 min*)

REVIEW COMMITTEE

Chiara Tagliaro, Ilaria Mariotti, Mina Akhavan, Carolina Pacchi, Mina di Marino, Alessandra Migliore

16.00	Virtual Tour at COPERNICO (*Deborah Basso, Diego Pellizzari*)
17.00	*GOAL:* Select few coworking spaces in Milan and develop a strategy for one or more on the basis of current and future needs of individuals (employees, managers, ecc. of Vodafone). • What kind of changes would be required to address managers and employees needs? • What kind of workstyle should Vodafone offer in the future (short and long term)? • Identify some possible positive and negative effects of the selected coworking spaces on Vodafone practices. *OUTPUT (2-3 slides):* • Interpretation of general objectives related to Vodafone workplace strategy; • Justified selection of the coworking spaces (in Milan and in periphery) that better fit with Vodafone needs
18.30	Review and discussion + collection of questions for Vodafone

cost
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

TIMETABLE Thursday 16/07/20

13.30	Coworking and creative industries practice in the company town: industrial culture and new working spaces in the periphery (*Pavel Bednar & Petr Dubovsky - 45 min*)
14.15	Corporations and partnerships with coworking spaces Services to support workers (e.g. community managers, babysitting, etc.) (*Anita Fuzi, Tamàs Berky - 45 min*)

REVIEW COMMITTEE

Chiara Tagliaro, Ilaria Mariotti, Pavel Bednar, Petr Dubovsky, Anita Fuzi, Tamàs Berky, Alice Paola Pomé

16.00	*GOAL:* • Understand what services can be interesting for Vodafone employees (in the neighbourhood but also new services that Vodafone can offer to its workers). *OUTPUT (2-3 slides):* • A motivated list of services that the company should consider.
17.30	Review and discussion
18.30	Virtual Tour OUTLANDISH (*Polly Robbins*)

Case study by:

TIMETABLE Friday 17/07/20

13.30	Participants will get instructions on how to formalize the analyses that have been carried out over the week (*Chiara Tagliaro, Ilaria Mariotti - 15 min*) The questions asked to VODAFONE will be answered (*15 min*)
	REVIEW COMMITTEE Chiara Tagliaro, Ilaria Mariotti, Mina Akhavan, Alessandra Migliore, Federica Maria Rossi

16.00	*GOAL:* • Recap of the Vodafone objectives; • Typologies of coworking spaces in Milan; • Presentation of the selected coworking spaces for Vodafone; • Proposal of additional spaces or services to improve the selected coworking spaces. *OUTPUT (2-3 slides):* • A presentation for the following day
17.30	Review and discussion

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

TIMETABLE Saturday 18/07/20

13.30 – 16.30	Discussion and critique: final presentation of the analysis and the workplace strategy concept. Participants will receive comments and suggestions from tutors and their colleagues.

REVIEW COMMITTEE

Chiara Tagliaro, Ilaria Mariotti, Mina Akhavan, Gianandrea Ciaramella, Mirna Gelleni, Alessandra Migliore, Silvia Leoncini, Alice Paola Pomè

TIMETABLE Sunday 19/07/20

- Participants can explore Italy through these videos:
  - **BORROMEO ISLANDS - LAKE MAGGIORE by Stefano Santambrogio**: https://www.youtube.com/watch?v=sRvCxvzAFkA&feature=youtu.be&fbclid=IwAR1qpyeBpAwvKZyF7feLn18cdN8VSkrgi0ZI9eUbqEkhtbTl23_jb83Ybjs
  - **VENICE by Stefano Santambrogio**: https://www.youtube.com/watch?v=bLS_QY2x8hE&feature=youtu.be&fbclid=IwAR28ifvl4e6Oi0ItNY1xbhG2LBHRWsJxqrRn4HdyxrnX2AUtzB-EUVQF4Ekhttps://www.youtube.com/watch?v=bLS_QY2x8hE&feature=youtu.be&fbclid=IwAR28ifvl4e6Oi0ItNY1xbhG2LBHRWsJxqrRn4HdyxrnX2AUtzB-EUVQF4Ek
  - **TEAM QUIZ RELATED TO ITALY** (optional on Quizizz- anytime on Sunday - link shared with group's leaders)

A PRIZE WILL BE GIVEN TO THE WINNERS OF "Discover the beauties of Italy" QUIZ

COST — EUROPEAN COOPERATION IN SCIENCE & TECHNOLOGY

NeW.Sp. — NEW WORKING SPACES

POLITECNICO MILANO 1863 — DIPARTIMENTO DI ARCHITETTURA, INGEGNERIA DELLE COSTRUZIONI E AMBIENTE COSTRUITO

POLITECNICO MILANO 1863 — DIPARTIMENTO DI ARCHITETTURA E STUDI URBANI

REC — Real Estate Center

TF — DIPARTIMENTO D'ECCELLENZA FRAGILITA' TERRITORIALI 2018–2022

Case study by:

vodafone

III WEEK

Live - WORKPLACE

20/07/20 – 24/07/20

Case study by:

TIMETABLE Monday 20/07/20

13.30	From workplace to design brief: examples and concept creation (*Ying Hua, Chiara Tagliaro - 30 min*) Presentation of last year project (*Narges Kasaee Esfahani - 30 min*)
	REVIEW COMMITTEE
	Chiara Tagliaro, Ying Hua, Alice Paola Pomè, Narges Kasaee Esfahani

16.00	*GOAL:* • Synthesise the understanding from the online modules (Week I); • Explain how that content can be useful to carry out the second part of the work, meaning how this can inform a workplace strategy and design brief. *OUTPUT (2-3 slides):* • Draft strategy to adopt in designing the new HQ workplace of Vodafone.
17.30	Review and discussion
18.00	Virtual Tour at A2A (*Matteo Falletta, Federica Tomasini*)

cost
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

TIMETABLE Tuesday 21/07/20

13.30 Workplace Design (*Chiara Tagliaro - 30 min*)

14.00 User Persona's and journey mapping
Human resources and change management (*Tamàs Berky - 30 min*)
- Introduction to general change management models;
- Tools and methods to apply in the workplace.

REVIEW COMMITTEE

Chiara Tagliaro, Tamàs Berky, Ying Hua, Silvia Francesca Leoncini

14.30 *GOAL:*
- Elaboration of a journey map to support the design proposals with attention to how the solutions can be implemented from a change management perspective

OUTPUT (2-3 slides):
- Advanced drafts of the workplace strategy brief for Vodafone including recommendations regarding:
  o Personas: a framework of Personas at Vodafone;
  o How journey maps evolve through a workplace change

16.00 Review and discussion

18.00 Virtual Tour at ZAMBON (*Silvio Zani*)

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018−2022

Case study by:

vodafone

TIMETABLE Wednesday 22/07/20

13.30	Workplace Performance (*Chiara Tagliaro*) Introduction to performance measurement and management; Tools and methods to apply in the workplace.

REVIEW COMMITTEE

Chiara Tagliaro, Tamàs Berky, Alessandra Migliore

16.00	*GOAL:*
	• Identification of a strategy to monitor workplace performance over time;
	• Verification of the strategy alignment with the company's changeable requirements.
	
	OUTPUT (2-3 slides):
	• Recommendations for Vodafone, regarding:
	    o Suggestions on how to approach workplace performances;
	    o A handful of the Key Performance Indicators.

17.30	Review and discussion
18.00	Virtual Tour at WORKITECT (*Luca Brusamolino*)

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

TIMETABLE Thursday 23/07/20

13.30 Group work and discussion (*Chiara Tagliaro*)
Participants will formalize their design briefs by merging all the stimuli they have received over the weeks.

REVIEW COMMITTEE

Chiara Tagliaro, Silvia Francesca Leoncini, Alessandra Migliore, Alice Paola Pomè

16.00 *OUTPUT:*
Formalize the final presentation:
- o   Summary of the analyses;
- o   Creation of a new workplace concept for Vodafone;
- o   General workplace strategy and design brief;
- o   Possible reconfiguration of the spatial layout;
- o   Workplace change recommendations;
- o   Plan for performance measurement and management.

17.30 Review and discussion

cost — EUROPEAN COOPERATION IN SCIENCE & TECHNOLOGY

NeW.Sp. NEW WORKING SPACES

POLITECNICO MILANO 1863
DIPARTIMENTO DI ARCHITETTURA, INGEGNERIA DELLE COSTRUZIONI E AMBIENTE COSTRUITO

POLITECNICO MILANO 1863
DIPARTIMENTO DI ARCHITETTURA E STUDI URBANI

REC Real Estate Center

TF DIPARTIMENTO D'ECCELLENZA FRAGILITA' TERRITORIALI 2018–2022

Case study by:

vodafone

TIMETABLE Friday 24/07/20

13.30   Presentation of the guests (5 min each)
–

16.30   Formal presentation and critique (final)

15-20 min. presentation per group + Critique by Vodafone

Satisfaction survey
Delivery of the certificates
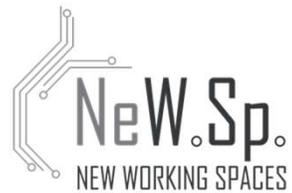Discussion and comments

REVIEW COMMITTEE

Gianandrea Ciaramella, Ying Hua, Tamàs Berky, Chiara Tagliaro, Mirna Gelleni, Silvia Francesca Leoncini, Alessandra Migliore, Alice Paola Pomè

cost
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863
DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

INFORMATION

COST
EUROPEAN COOPERATION
IN SCIENCE & TECHNOLOGY

NeW.Sp.
NEW WORKING SPACES

POLITECNICO
MILANO 1863

DIPARTIMENTO DI ARCHITETTURA,
INGEGNERIA DELLE COSTRUZIONI
E AMBIENTE COSTRUITO

POLITECNICO
MILANO 1863

DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI

REC
Real
Estate
Center

TF
DIPARTIMENTO
D'ECCELLENZA
FRAGILITA' TERRITORIALI
2018–2022

Case study by:

vodafone

RECOMMENDED MATERIALS

For webinars on coworking spaces:
https://www.facebook.com/COSTActionCA18214NeW.Sp/

For debate about new working spaces:
https://twitter.com/NewWorkingSpace

For open questions on the future of work after COVID-19:
"Will working from home become the new normal?"
https://www.buildingsandcities.org/insights/commentaries/working-from-home.html

Case study by:

RECOMMENDED READINGS

Google Drive: https://drive.google.com/drive/folders/1yvPLc1ZaBV1ImJ5wrPnOjXi7LF7bHELi?usp=sharing

Akhavan, M. (2020). 'Third Workplaces: A comprehensive review of the literature on coworking spaces and makerspaces'. In Mariotti, I.; Akhavan, M. and Di Vita, S. (Eds.). Shared Workplaces in the Knowledge Economy. Springer (Forthcoming)

Akhavan, M and Mariotti, I. (2018). 'The Effects of Coworking Spaces on Local Communities in the Italian

Context', *Territorio*, 87/2018, pp. 85-92, DOI:10.3280/TR2018-087014

Akhavan, M.; Mariotti, I.; Astolfi, L; Canevari, A (2019). 'Coworking Spaces and New Social Relations: A Focus on the Social Streets in Italy', Urban Science, 3 (1), 2: 1-11 https://doi.org/10.3390/urbansci3010002

 Mariotti, I., Pacchi, C., & Di Vita, S. (2017). Coworking Spaces in Milan: Location Patterns and Urban Effects. *Journal of Urban Technology,* 24(3), 47–66. https://doi.org/10.1080/10630732.2017.1311556

Manzini Ceinar I., Mariotti I. (2020). 'Effects of Covid19 on new working spaces: evince on coworking'. In Mariotti, I.; Akhavan, M. and Di Vita, S. (Eds.). Shared Workplaces in the Knowledge Economy. Springer (Forthcoming)

Spinuzzi, C. (2012). Working Alone, Together: Coworking as Emergent Collaborative Activity. *Journal of Business and Technical Communication*, 26(4), 399–441. https://doi.org/10.1177/1050651912444070

Moriset, B. (2014). Building new places of the creative economy. The rise of coworking spaces. *2nd Geography of Innovation International Conference 2014 Utrecht University,* Utrecht, 23-25 January 2014, 24.

Fiorentino, S. (2019). Different typologies of 'co-working spaces' and the contemporary dynamics of local economic development in Rome. *European Planning Studies*, 27(9), 1768–1790. https://doi.org/10.1080/09654313.2019.1620697

ACCESS TO CLASS AND MATERIALS

ONLINE LECTURES:
- Microsoft Teams - specific links will be sent via email

MATERIALS:
- Google Drive: SSWM_2020_materials

GAMES:
- Quizizz: https://quizizz.com
    1. define a group leader for group's games
    2. apply all for daytime activities

Daily classes will take place between 13.30 – 19.30 (CEST time)

Case study by: