



NetScan® *Communications & Process Analysis*
Strategy Consulting & CRE Planning

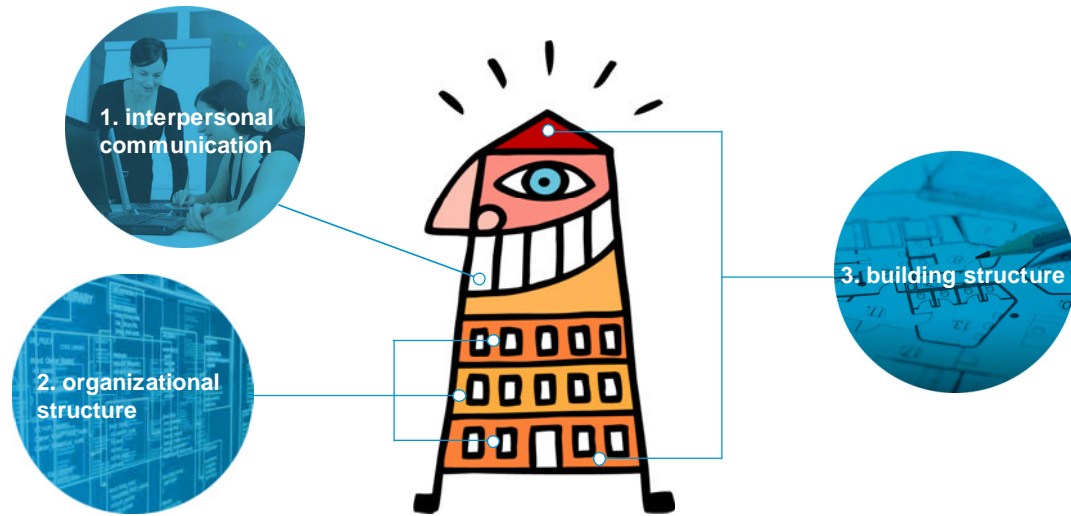
Space and Strategic Planning for Downsizing Organizations:
Harvard, June 16, 2009



**80% of all innovation is driven by
interpersonal (employee)
communication!**

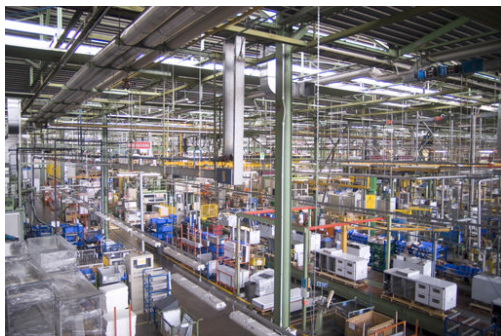
Study Massachusetts Institute of Technology (MIT)

Living Building® approach:
>> "A building is never just a building!"



A modern working environment consists of synergetic structures in terms of employee communication, core business organization and building architecture.

Prospects for office optimization in the 21st century
>> "We (WorkPlace Professionals) can do better!"



Industrial production:

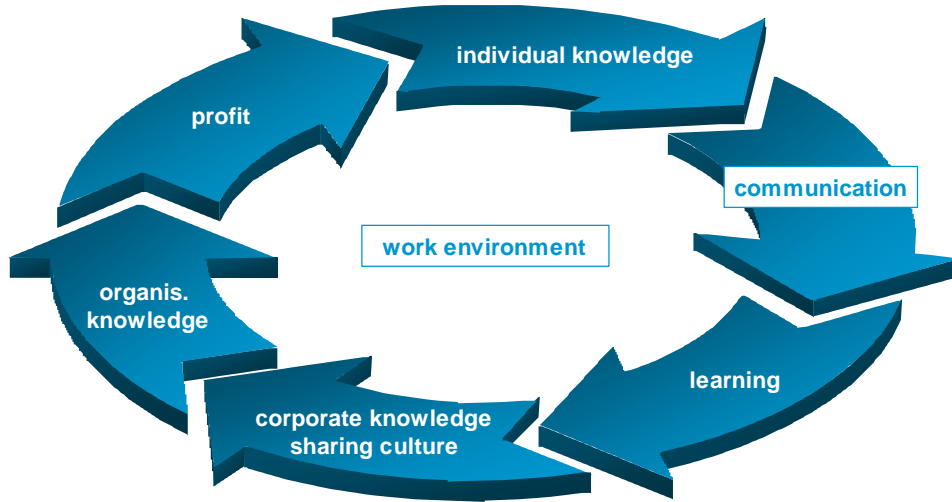
- continuously improving workflows
- process oriented „structures“
>> established for decades since Tayler/Ford

At the Office:

- Infrastructure performance in „sleep mode“
- non-process oriented space planning
>> hidden profit potential is yet to be utilized

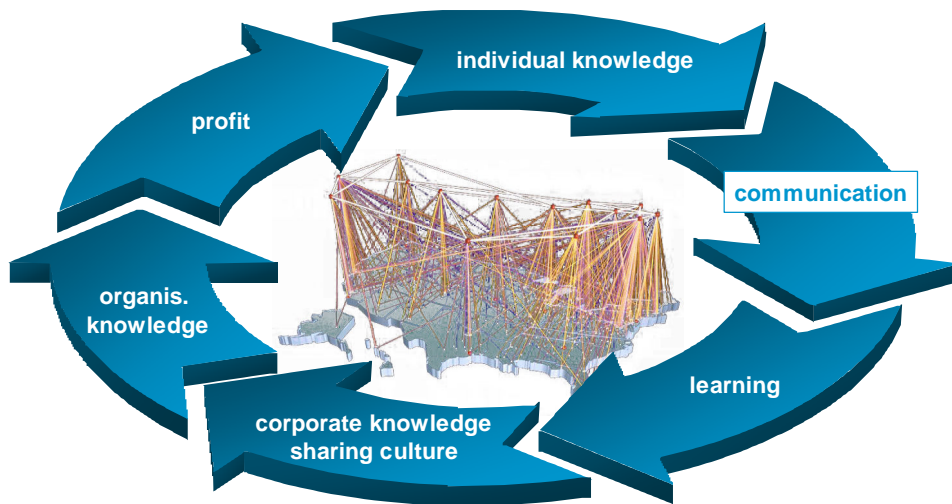
Why NetScan®?

>>Communication – maximizes intellectual capital/profit!



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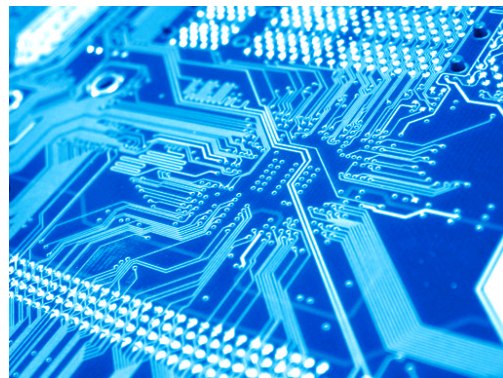
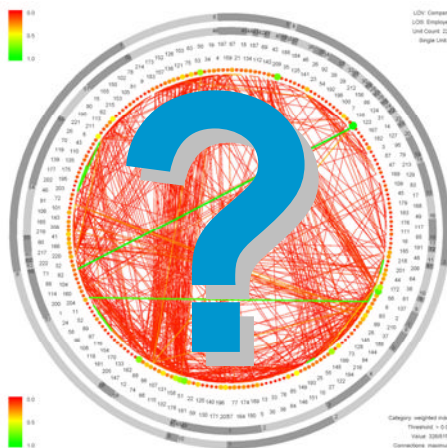


Employee communications is the company's *Backbone!*

If you can measure it,
you can improve it,
but more importantly
you can increase value.

David K. Kerns, former CEO Xerox

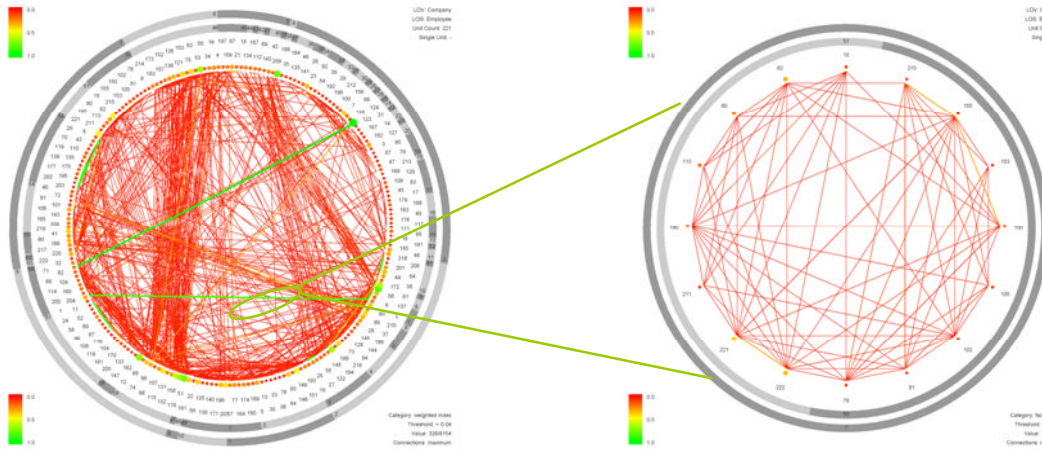
Understand the Complexity of Knowledge Networks!



Interpersonal communication makes up the **information superhighway** that is crucial in today's modern knowledge-based society.

Do we really know
what we do
to existing
Knowledge Networks?

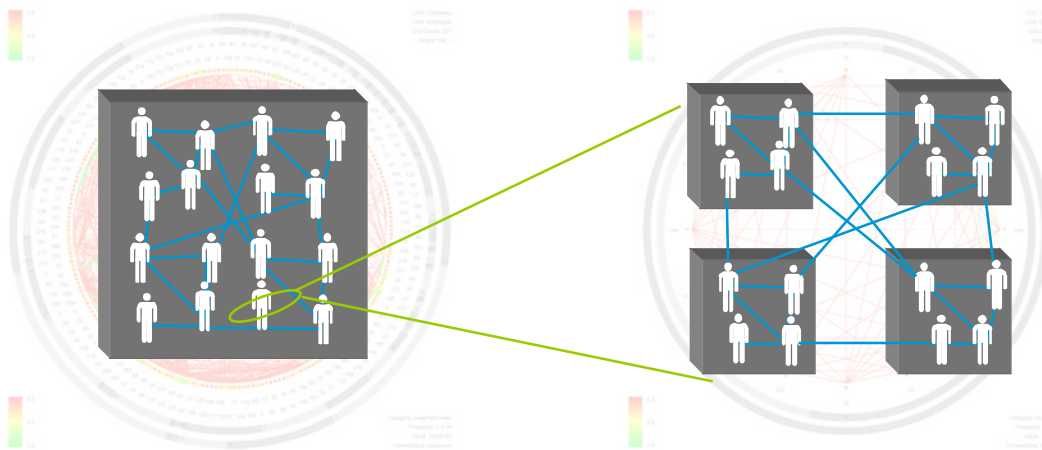
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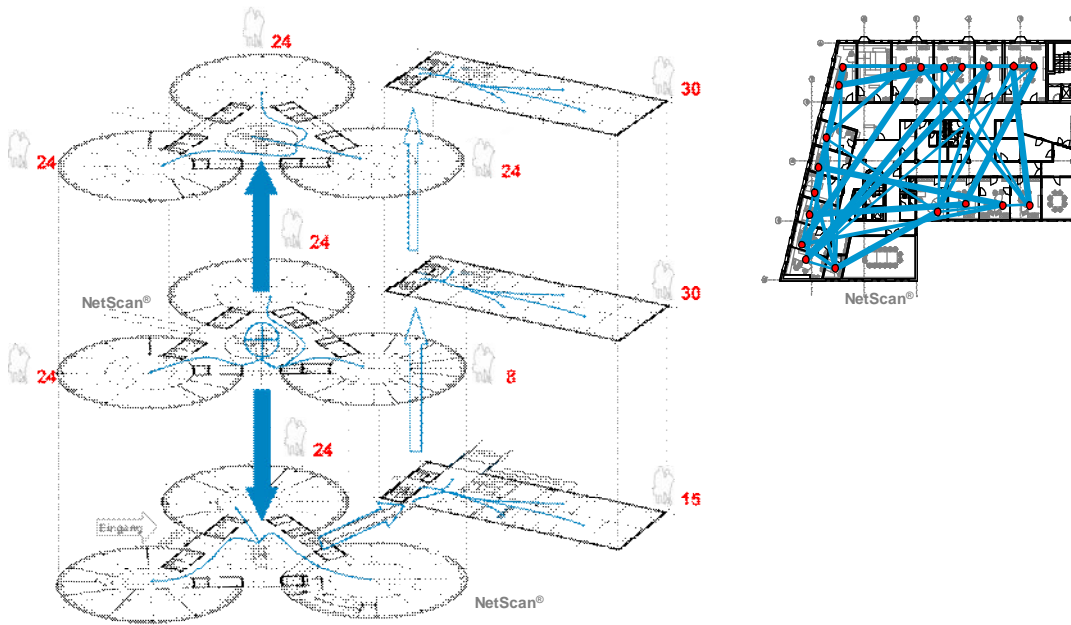
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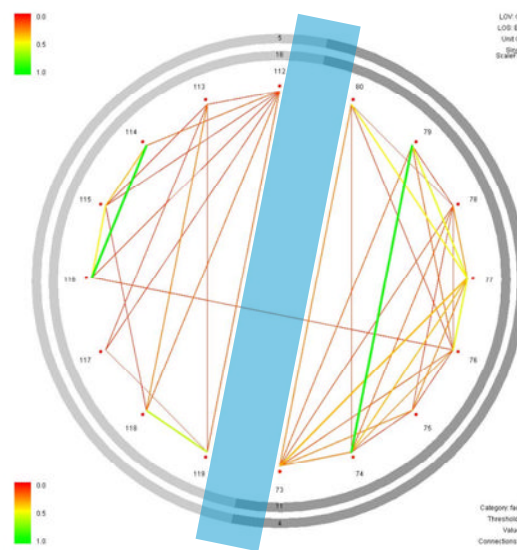
The 4 „C“-Channels: >> Face to Face
>> Phone
>> Email
>> Written

Do we really know what we do to existing Knowledge Networks?

The flow of communication is 3-dimensional



Strategy Advise to impact Core Business

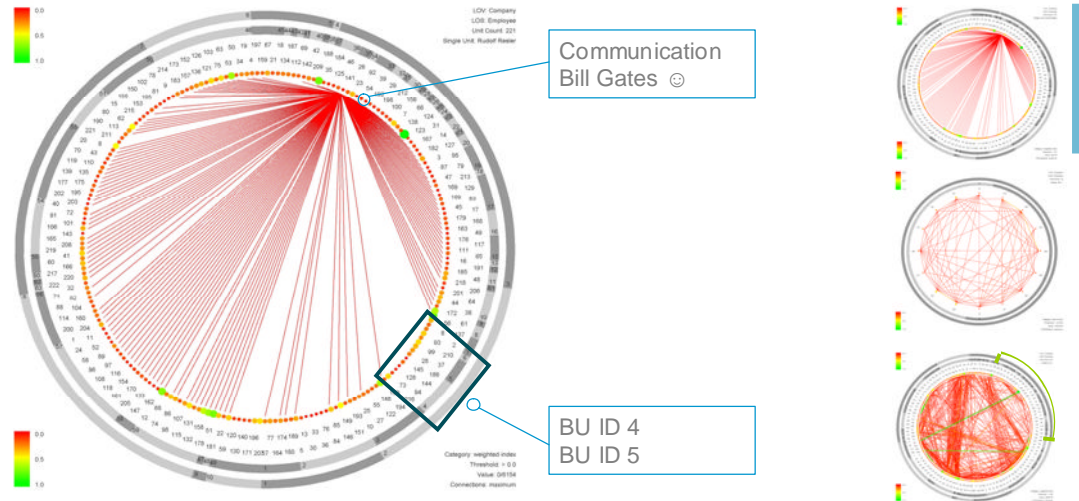


LOW Company
LOS Employee
LINK Count 18
SIGMA LINK
SUBSET 10/15

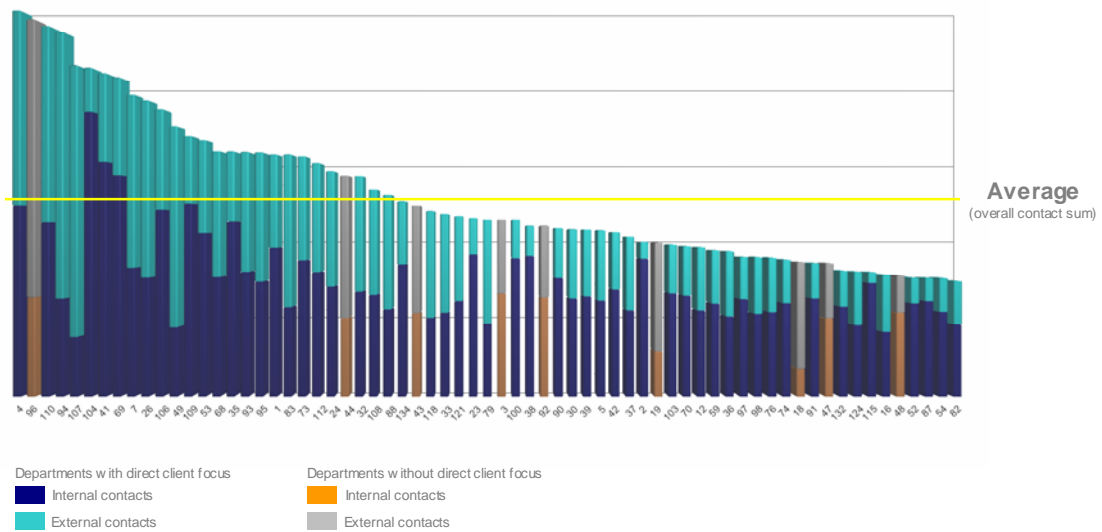
Category face-to-face
Threshold = 0.007
Value = 45600
Connections average

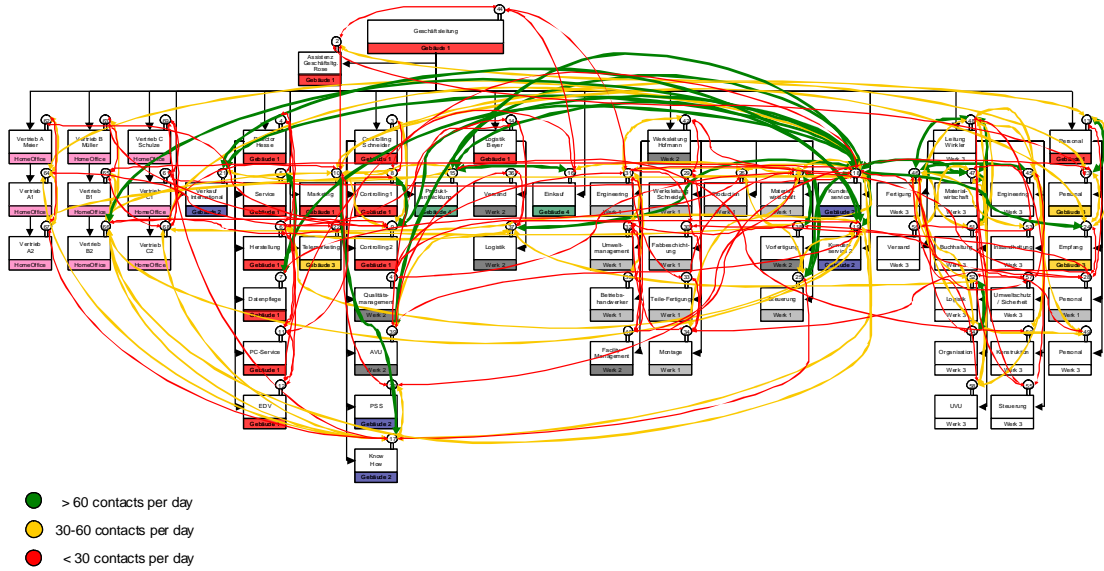
face-to-face (>10 contacts/week)

Face to Face (>0.5h/week)

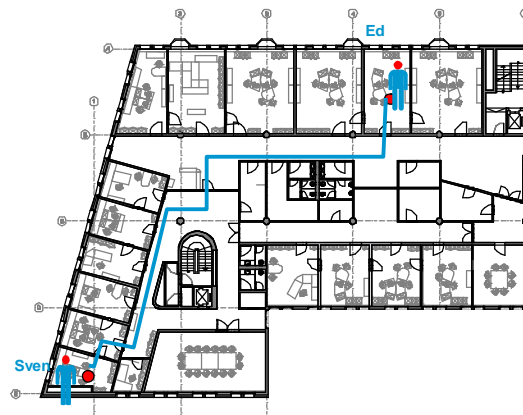


Identify communication barriers to foster productivity!



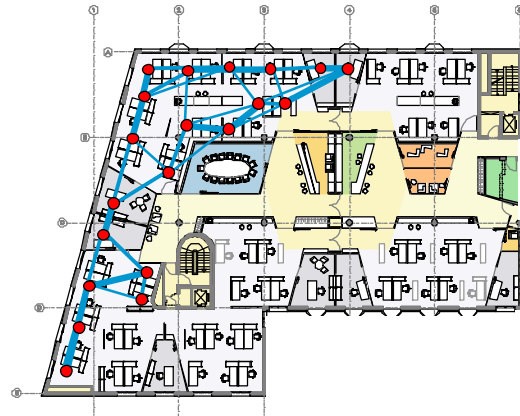
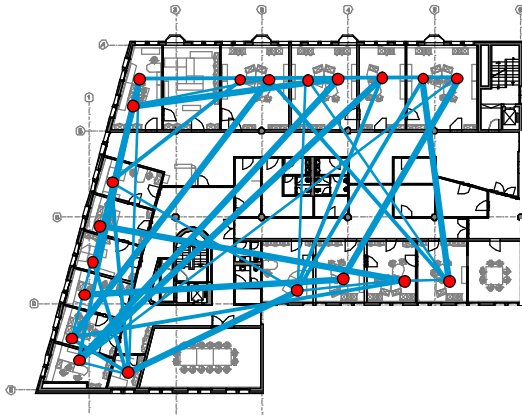


“Knowledge Networks” should lead Space Planning
>> “Office Travel Time”

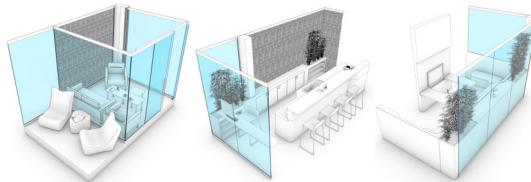


40 “face to face” contacts / month
= one way is 1 minute; 60 times

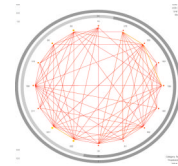
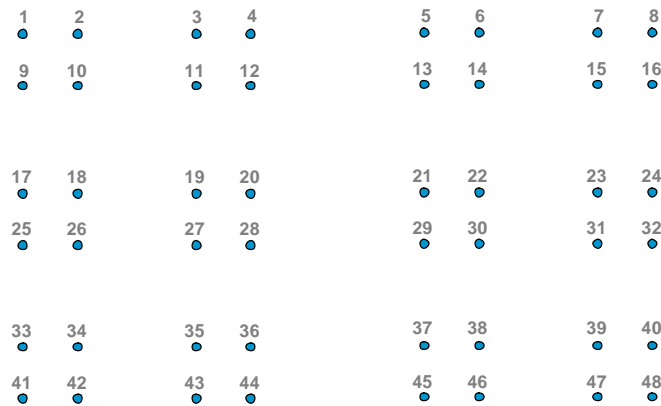
"Knowledge Networks" should lead Space Planning
 >> "Office Travel Time"



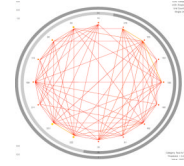
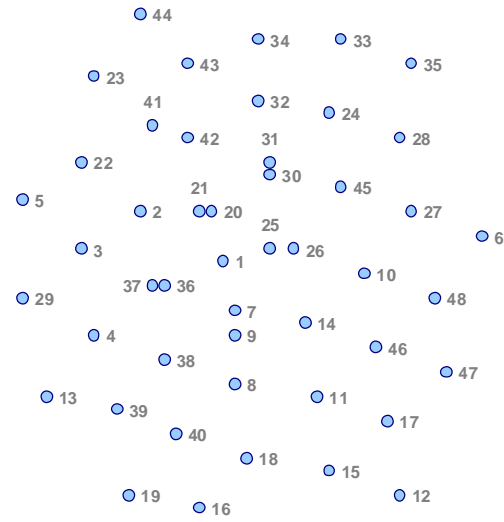
40 "face to face" contacts / month
 = one way is 1 minute; 60 times
 = 150 €/month = 1800 €/year&Person
 = Costs 360.000 €/year
 20% out of an org. of 1000 employees



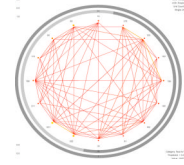
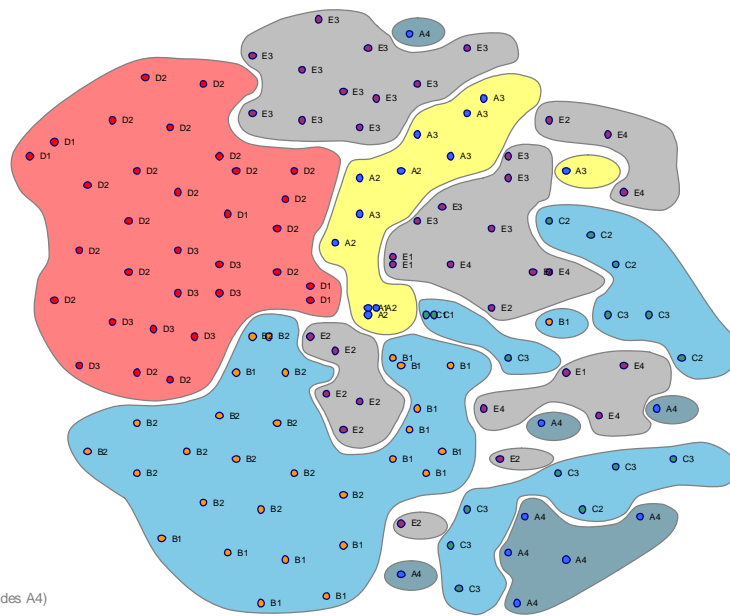
NetScan® Relative Distancing Model
 Step 1 – current employee structure



NetScan® Relative Distancing Model Step 2 – optimized employee structure

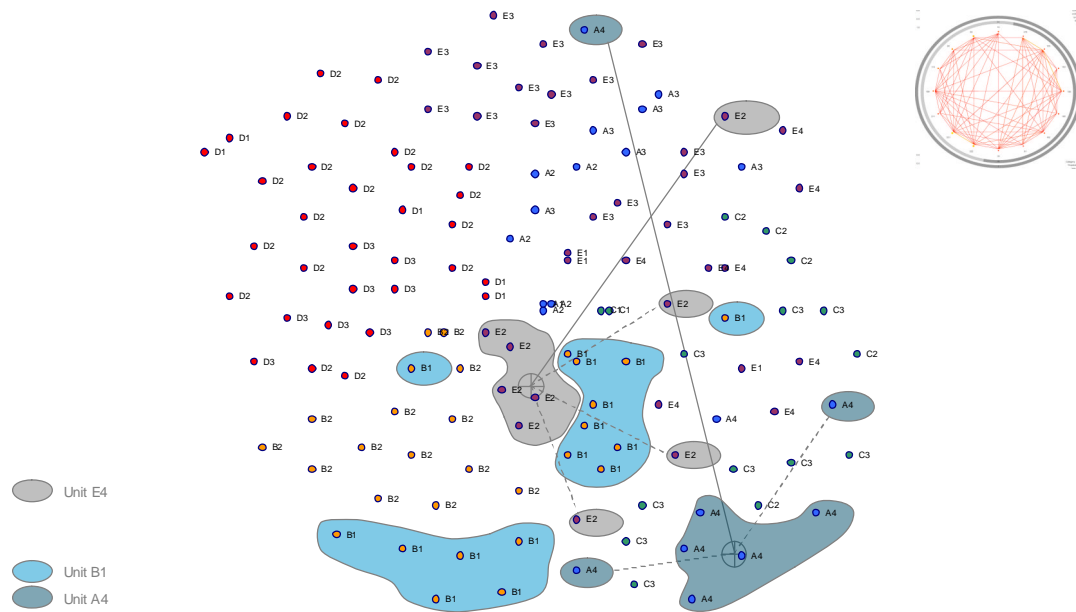


NetScan® Relative Distancing Model Step 3 – overlap of organizational structure

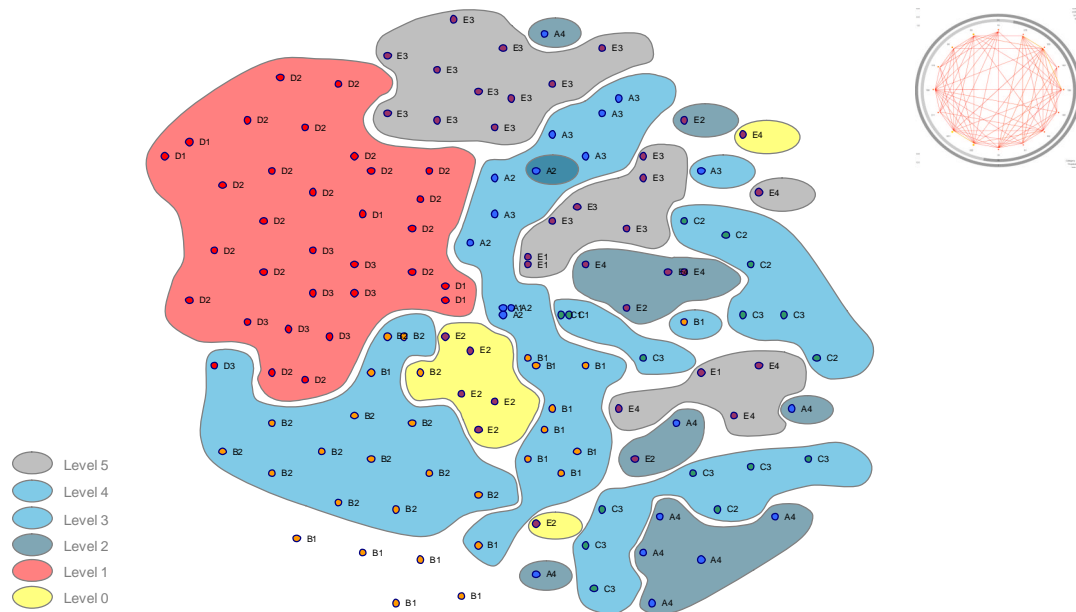


- Unit E
- Unit D
- Unit C
- Unit B
- Unit A4
- Unit A (besides A4)

NetScan® Relative Distancing Model
 Step 3 – overlap of **organizational structure** (communicational clusters)



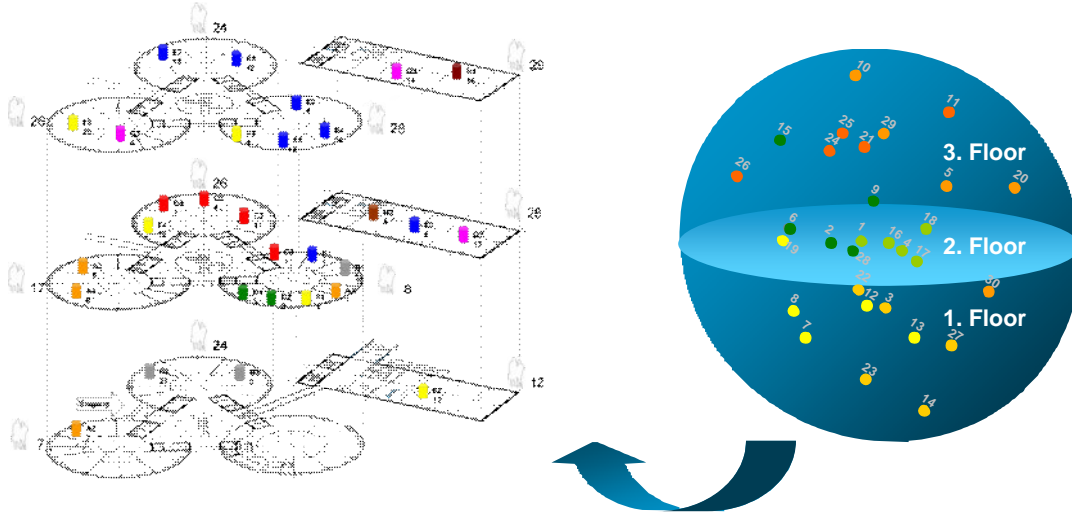
NetScan® Relative Distancing Model
 Step 4 – overlap of **building structure**



"Knowledge Networks" should lead Space Planning

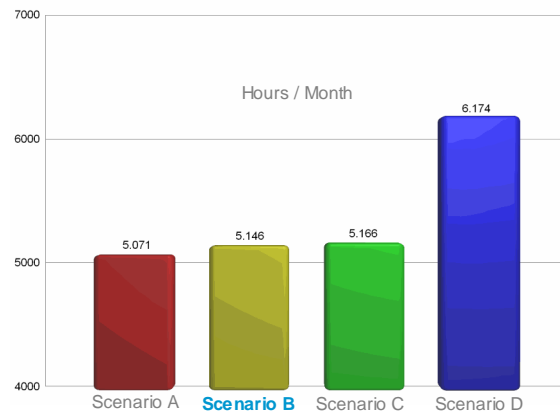
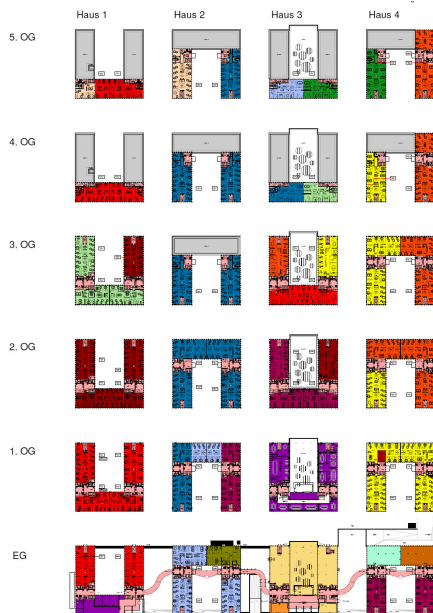


office travel time
app. 30% reduction



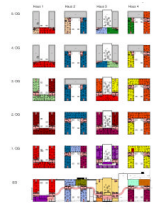
Communication – maximizes intellectual capital!

Which Workplace Design (Block & Stack) is the best? Case Study 1 – HQ Campus Office (2700 WP), Germany

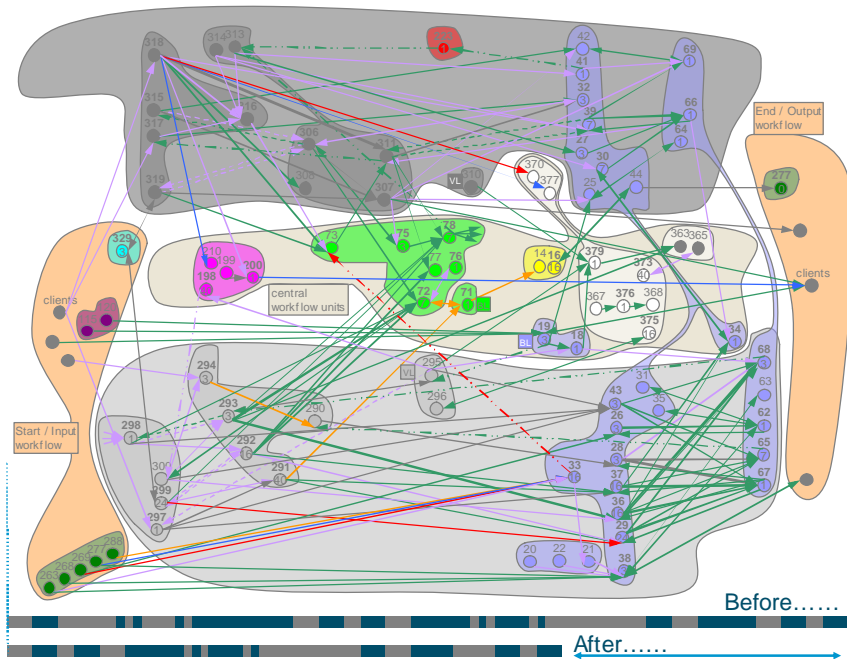


... in terms of costs: provided that 1 h working time is worth € 50, Scenario A will reduce expenses by € 661.800 Euro per year in comparison to Scenario D.

Impact between Workflow Process & Space Planning Case Study 1 – HQ Campus Office (2700 WP), Germany



- intranet
- email
- written document
- phone call
- face-to-face contact
- several channels
- ↔ both directions
- consistent statements
- - - conflicting statements
- ↺ recirculation (reverse workflow direction)

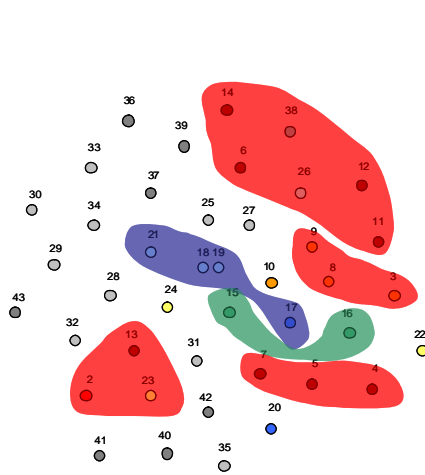


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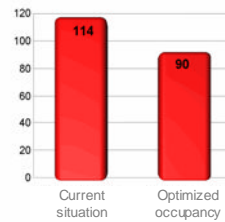
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Which Building/Which Org. is the C-Hub (Center of Excellence)? Case Study 2 – HQ Campus & Production (1000/400 WP), Germany



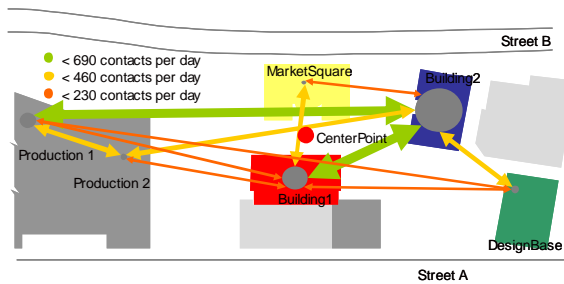
Cluster: Face To Face Channel



24 hours decrease each day
=21% improvement
=5.280 h/year (220 workdays/year)
=5.280 h x 70 Euro
=369.000 Euro each year



€ 1,5 Million of Performance improvement in 4 years only!

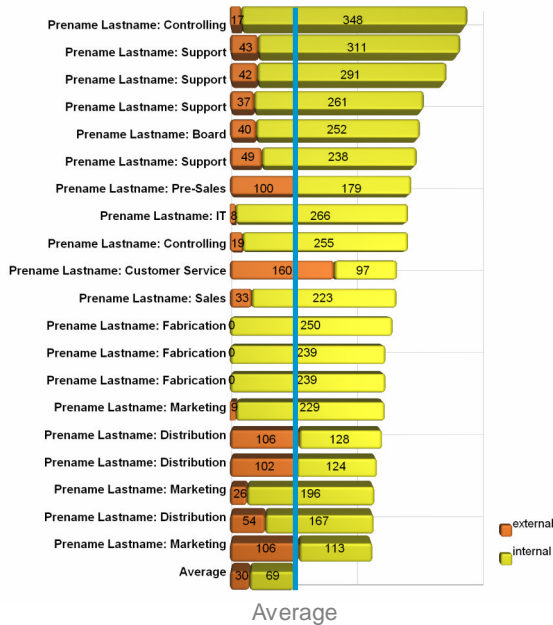


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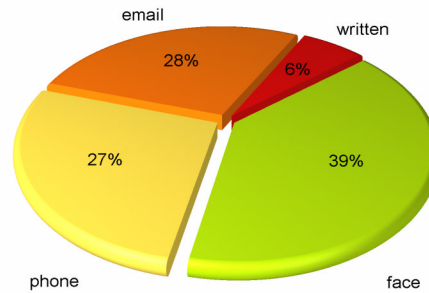
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Who is the (hidden) communication network hub? Case Study 2 – HQ Campus & Production (1000/400 WP), Germany

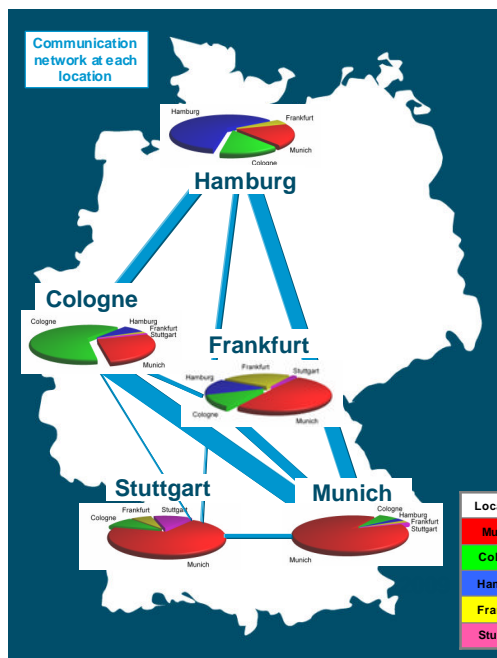


Most communicative employees –
The "company's backbone"



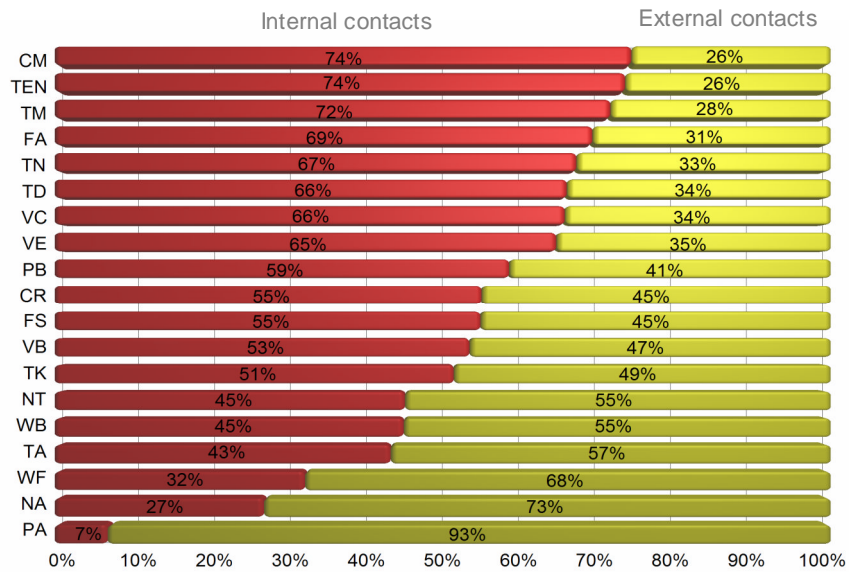
external
internal

Portfolio Management using communication assets Case Study 3 – Office Portfolio (6000 WP), Germany



Why do cultural differences exist between similar business units/locations?

"Internal vs. External" leads to desk-sharing potentials
 Case Study 3 – Office Portfolio (6000 WP), Germany



High ratio of external communication -> desk-sharing potential

The new office has helped to
 increase communication
 and *face-to-face*
 interaction by 50%



Paul Keviet, former CEO AVAYA Netherlands

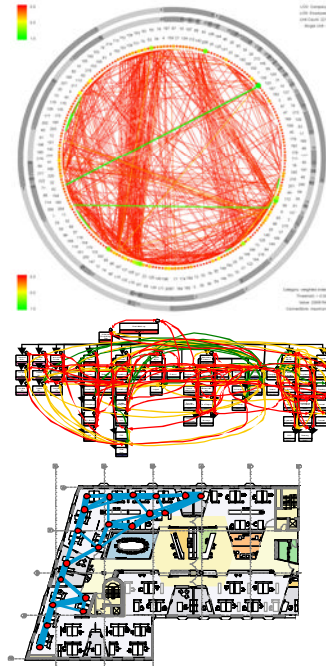
Summary of NetScan®

>>Communication Analysis links Core Business. & CRE Mgt.



- (1) **Measures and visualizes communication networks**
- (2) Determines how people actually work with each other
- (3) **Fundamental evaluation for the development of new work space concepts**
- (4) Optimization of communication, work process and organization structures
- (5) Increased efficiency by improving informal communication and knowledge transfer
- (6) Assistance and support during restructuring and mergers
- (7) Analysis of networks for weak points
- (8) Identification of desk sharing potential
- (9) **Does the actual communication strategy harmonize with the company strategy?**
- (10) How does the specific communication structure measure up to internal and external benchmarks?
- (11) Evaluation of desk-sharing potential
- (12) Increase of employee satisfaction

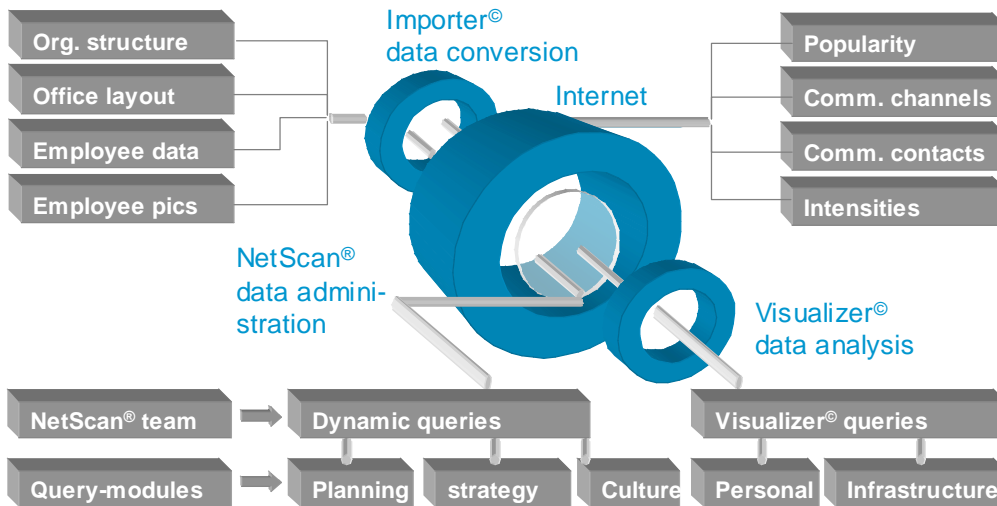
>>> Thereby unlocking Profit Potentials



Back-up NetScan®



Success is measurable by NetScan®
Execution – scheme of required process data

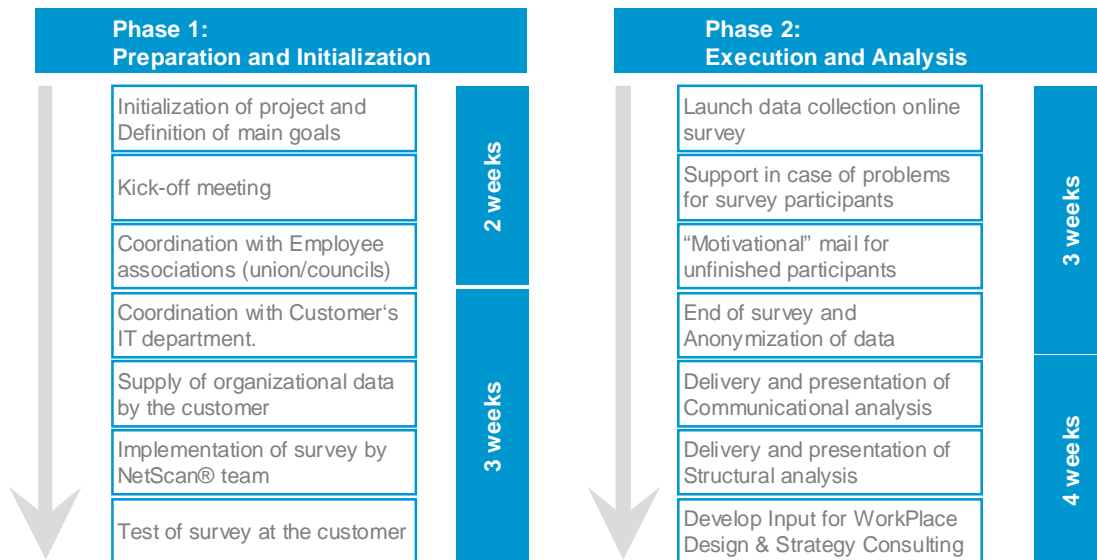


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NetScan® generic milestone process schedule



The execution process of the NetScan® analysis is divided into 2 main phases.

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