



How Creative Firms Are Using the

WOW FACTOR

to Drive the Client Experience

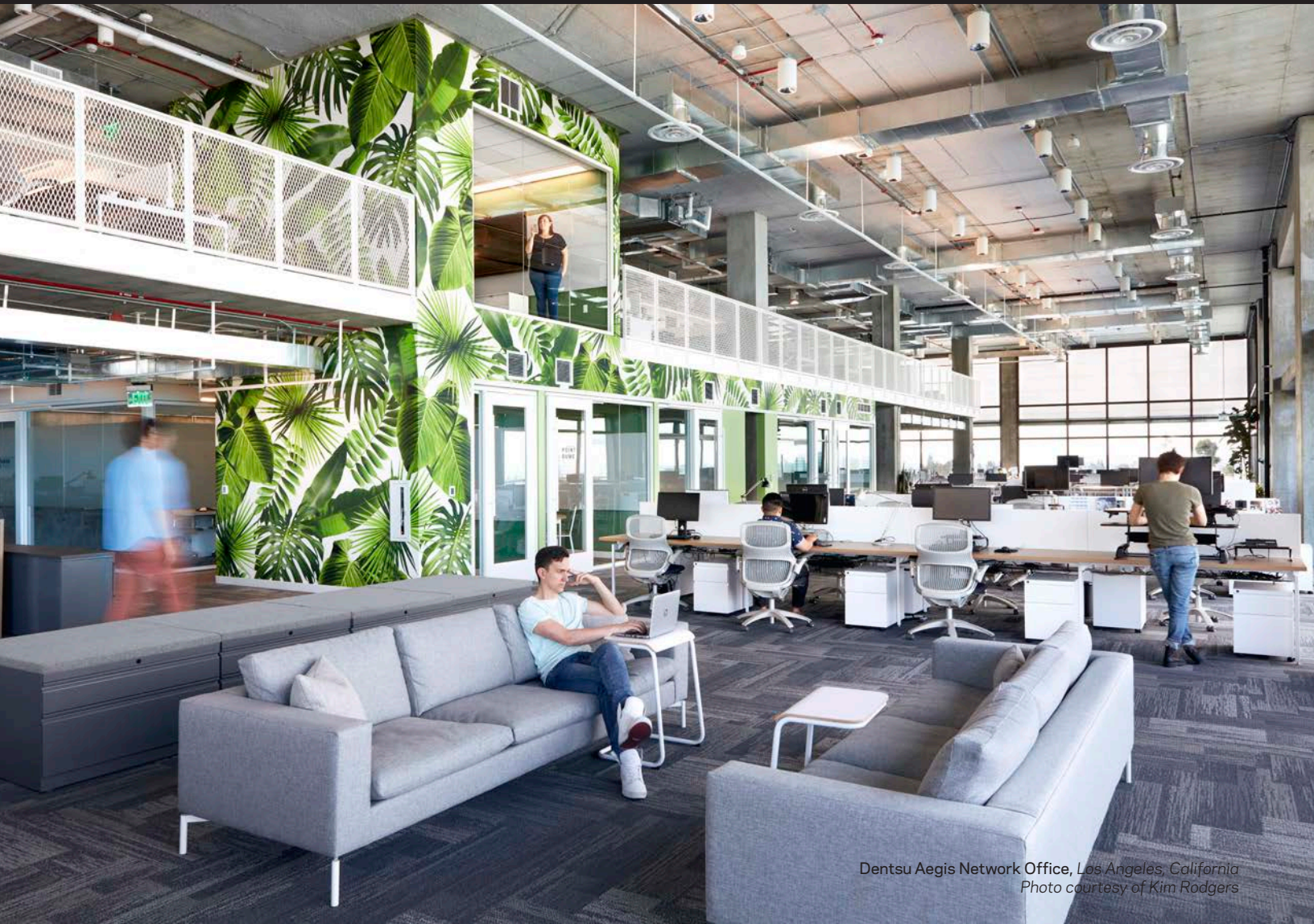
An investigation into the forces reshaping **advertising, media, entertainment** and **creative services** firms and how workplace design can position these companies for success



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Cover: WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel



Dentsu Aegis Network Office, Los Angeles, California
Photo courtesy of Kim Rodgers

“We design space—how it looks and feels and the experience that is created—to reinforce a company’s brand, mission and purpose. Many creative companies have different business groups and brands so it’s not about a literal interpretation of the brand. We want to capture the essence of what they do.”

— Adriana Rojas, Director of Interiors, HOK in Tampa



Global Media Company Office, Southeastern U.S.
Photo courtesy of Seamus Payne

PREFACE

Digitization of media is fueling tremendous growth in the creative industry. Advertising, media, entertainment and other creative services firms need to find the most talented people in a highly competitive market and accommodate them in flexible environments that will meet their changing needs. By incorporating the “wow” factor—unexpected elements of a workplace that surprise, delight or inspire—firms can foster engagement with their people.

Why is the “wow” factor important? Environmental psychologist Sally Augustin, Ph.D., describes the emotional impact of powerful, experiential design: “Research has shown that when we’re awed we’re more likely to process information efficiently and effectively, think more creatively, feel less impatient, have an open mind and behave in a more public-spirited way.”¹ All of these effects on people are critical to the success of a creative services firm.

The “wow” factor isn’t a look or a feature—it’s intangible. People can sense it when designers create spaces that:

- Support their individual needs and the goals and culture of an organization.
- Provide a sense of purpose and possibility.
- Engage them in multisensory, holistic ways.
- Include features that generate wonder and delight.
- Empower them with choices about how to collaborate, socialize and focus.
- Contribute to their well-being and sense of fulfillment.
- Appeal to them physically, mentally and emotionally.
- Connect them to a broader community.
- Equip them to support a firm’s mission.

Capturing and expressing what makes organizations unique doesn’t happen by chance. We need to design with intent to promote desired behaviors, feelings and outcomes.

This report explores how designers are blending the “wow” factor into the next generation of creative space.



“The evolution of space never stops with creatives. They aren’t looking for cutting edge—they want bleeding edge. There are no limits to the variety and options we can provide.”

— Bill Bouchey, Director of Design, Interiors, HOK in New York

WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel

METHODOLOGY AND PARTICIPANTS

HOK asked our WorkPlace leadership team and global delivery network partners to identify trends and challenges for companies operating within the advertising, media, entertainment and creative services sector. We also conducted a global survey that assessed how these firms are responding to their workplace challenges.

HOK’s team for this report included:

- Brian Aman, Practice Leader, Interiors, Toronto
- Bill Bouchey, Director of Design, Interiors, New York
- Mike Goetz, Senior Project Designer, Chicago
- Tim Hatton, Senior Interior Design Professional, London
- Caroline Hinrichs, Director of Business Development, Experience Design, Global
- Pam Light, Regional Leader of WorkPlace, Los Angeles

- Vincent Ng, Director of Interiors, Washington, D.C.
- Tom Polucci, Director of Interiors, Global
- Jonathan Rae, Senior Regional Practice Leader, Tampa
- Adriana Rojas, Director of Interiors, Tampa
- Kay Sargent, Director of WorkPlace, Global
- Sharon Turner, Director of Interiors, Toronto
- Christine Vandover, Senior Project Interior Designer, New York
- Gordon Wright, Director of WorkPlace, Global

Contributors included individuals from BBC, BBC Studios, CarMax, Dentsu Aegis Network, Global Media Company, MediaCom, Pack Your Flag Change, Rogers Communications, Spotify, The Trade Desk, Velocity Arts, VH1, Viacom, WPP and Wunderman.

OPPORTUNITIES

EXPERIENCE-DRIVEN CULTURE

It's not enough for workplaces to be people-focused, with designers simply considering the end users' needs. Workplace design for today's creative firms must be people-centric, with the needs of creative employees guiding every design decision.

Many companies are applying the customer service principles they use to drive their business to also shape how they treat employees. Rethinking the customer experience (CX) begins with developing an internal culture that authentically supports employees. If their people are happy and engaged, they will be better-equipped and inspired to likewise provide customers with a great experience.

In response, commercial real estate (CRE) groups are seeking to provide highly curated workplace experiences that reflect their brands while meeting the needs of their own people and customers. Creating places with a "wow" factor encourages employees to come into the office so they can co-create with their colleagues, giving these companies a competitive edge.



WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel



Build together

Rogers Communications, Toronto, Ontario
Photo courtesy of Tom Arban Photography



Global Media Company Office, Southeastern U.S.
Photo courtesy of Seamus Payne

“It’s not just about attracting employees. It’s about retaining them and giving them an experience that reflects who they are. It’s important for the space to reinforce their mission, their purpose and what they are working to create.”

— Adriana Rojas, Director of Interiors, HOK in Tampa

EMPOWERING A DIVERSE WORKFORCE

To position everyone in a workspace for success, the design needs to reflect the diverse makeup of the organization. Truly inclusive workplace environments accommodate employees of all generations, genders, ethnicities, sexual orientations and learning preferences, as well as those with physical and mental differences. We want to focus on cultivating everyone’s unique abilities or “superpowers.”

There also is an increased awareness that many people (approximately 15-20 percent of the population) are

neurodiverse, i.e., have one of a collection of conditions that include autism spectrum disorder, attention deficit hyperactivity disorder and dyslexia. Though neurodivergents can be high energy, out-of-the-box thinkers and exceptional problem solvers, navigating the traditional workplace presents a challenge for some. Savvy employers are beginning to recognize that accommodating neurodivergents isn’t just the right thing to do—it can also provide a significant competitive advantage. This is leading to more inclusive workplace designs, policies, programs and procedures.



*Informal social spaces connect people while helping to define an office's culture and mood.
Viacom Office, New York, New York, Photo courtesy of Eric Laignel*

A well-rounded, truly inclusive creative workplace will welcome Generation Z employees, who were born between 1996 and 2010 and are entering the workforce as the first truly digital natives, while embracing the wisdom and experience of the Millennials, Gen Xers and Baby Boomers. The growing gig economy and the emergence of a swipe-for-hire model, or the “tinderization” of the workforce, provide opportunities for companies to rethink their hiring practices and create pools of just-in-time workers. They can tap into a variety of skill sets without having to hire full-time employees. By providing options and empowering individuals to adapt their spaces while simultaneously accommodating more just-in-time workers, employers can create workplaces that are more inclusive, productive and satisfying for all.

“We are targeting creative, young, driven individuals. We want to encourage an entrepreneurial spirit while avoiding anarchy and chaos.”

— Sue-Meng Lau, Senior Director,
Global Real Estate, The Trade Desk

“We continue to learn side-by-side with Rogers’ CRE group, and to anticipate end user expectations while engaging in a highly iterative design process of continuous improvement.”

— Brian Aman, Practice Leader, Interiors, HOK in Toronto



Rogers Communications Radio Café, Toronto, Ontario
Photo courtesy of Tom Arban Photography



CLIENT STORY

ROGERS COMMUNICATIONS RADIO CAFÉ

Toronto, Ontario

30,500 sq. ft. | 2,835 sq. m.

HOK has partnered with Rogers Communications’ CRE team since 2014 to deliver more than one million square feet of Activity-Based Workplace (ABW) space for 10,000 employees. This Workplace Transformation Program supports Rogers’ new business vision and culture in space across Canada.

Rogers’ new Radio Café in Toronto exemplifies its vision for creating “destination” spaces that engage its people. Bridging the gap between two buildings, the second-floor space includes Rogers’ two main radio studios, ABW space and an employee café. Since opening, it has become the most popular spot on campus.

HOK’s design creates a physical manifestation of Rogers’ brand and celebrates its evolution from a radio station into a leading Canadian communications and media company. The two new radio studios are among the most-high tech in Canada.

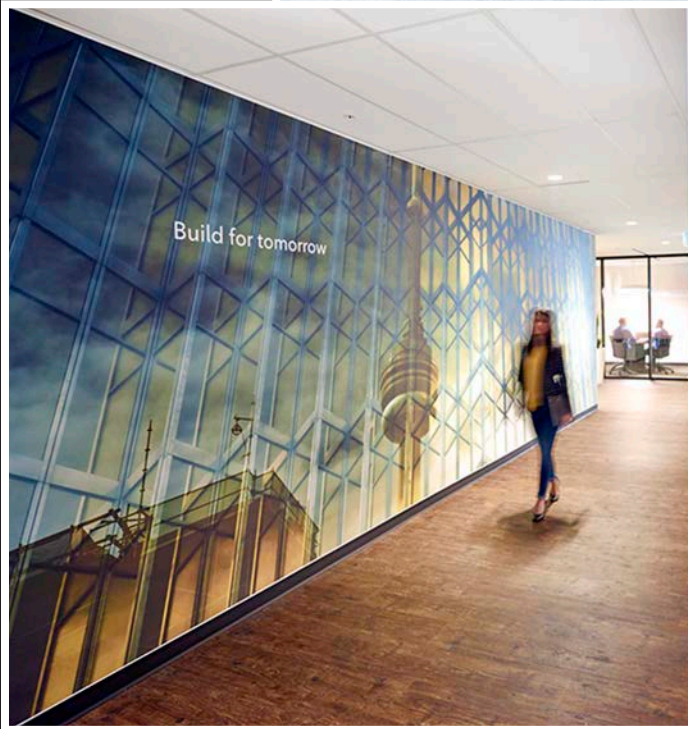
The broadcast studios are the focal point of the bright, inviting café. A lounge area accommodates live on-air performances within the studios. By opening the acoustic, operable wall, these performances can reach people in the café. The modular furniture enables the café to also function as a performance venue.

In addition to providing a physical link from the ground floor to the second floor, a feature staircase acts as an historic connection that transports users through a visual journey of memorabilia into a contemporary radio space.

The agile, ABW work environment supports Rogers’ 24-hour work days.

The radio studios, café and office space are visually tied together by repeating angular elements that emulate radio waves and through the use of copper accents inspired by radio batteries.

Creating a diverse, brand-rich space that embodies the culture at Rogers



Rogers Communications, Toronto, Ontario
Photos courtesy of Tom Arban Photography

NEW TECH PLATFORMS

From video phones and AI to facial recognition, companies working to improve the customer and employee experiences lean heavily on new technologies.

Some companies have introduced apps that enable employees in the office to preorder and prepay for food to expedite the process, cut wait times and improve the overall dining experience. These new applications can also track and predict consumption, peak demand times and user preferences and thus help dining areas operate more efficiently. By reducing the queue time in the cafeteria, the overall capacity of that space can be increased within a smaller footprint.

We are starting to experience the overlap of physical and virtual worlds. Objects that reside in the physical realm are being augmented with computer-generated imagery. Widespread use of 5G technology is on the horizon and with that will come faster speeds and bandwidth with the potential to transform how people interact. Holographic smartphones are literally changing how we see information. The 5G-enabled Tactile Internet enables us to communicate with our devices via touch and augmented-reality headsets, altering how we interact with information and each other.

As new technology and ways of communicating continue to emerge and evolve, so will new vulnerabilities. An increased focus on data security, IP and physical security is driving new security measures. For many that means the creation of Cyber Security Operation Centers (CSOCs) that bring together IT, cyber, compliance and security teams in state-of-the-art scrum spaces and ready rooms where they can monitor and address threats.



Rogers Communications Radio Café, Toronto, Ontario
Photo courtesy of Tom Arban Photography

According to BCG's recent innovation survey, **60% of business leaders** struggle to respond to disruption and **only 21%** believe they have the internal expertise and talent required to deal with disruptive technologies.²



BBC New Broadcasting House, London, United Kingdom
Photo courtesy of Eric Loranel

DIVERGENT CREATIVITY

There has been a subtle shift away from “incremental productivity,” where the focus is on doing things faster, better and more inexpensively, to striving for game-changing innovation.

Innovation is top of mind in every C-suite. Wondering where the next big idea will come from keeps leaders up at night. To focus on how they can ideate faster and stay relevant, many companies are creating positions like chief innovation officer.

Convergent thinking is linear, and involves a person or team going through a set of steps to reach a single answer. Divergent thinking, however, takes an initial problem statement in many directions to generate a wide range of solutions. Our client organizations striving to promote divergent creativity, i.e., the type of thinking that often leads to true innovation, are collocating people from various backgrounds and expertise to attack creative challenges from fresh perspectives. Divergent creativity leverages silo busting and co-creation to help companies break boundaries. The “democratization” of meetings allows everyone to contribute, leading to more inclusive ideation and speed to innovation.

But creativity also needs discipline to thrive. In a recent Harvard Business Review article, Gary Pisano defines five characteristics of a culture of innovation:³

1. Tolerance for failure but no tolerance for incompetence.
2. Willingness to experiment but highly disciplined.
3. Psychologically safe but brutally candid.
4. Collaboration but with individual accountability.
5. Flat but strong leadership.

“Design thinking, ideating and being creative is about allowing yourself to make mistakes. The art of design is knowing what to keep. The science of design is knowing how to measure it.”

— Kay Sargent, Director of WorkPlace, HOK



BBC Studios Headquarters, London, United Kingdom
Photo courtesy of Paul Grundy

CLIENT STORY

BBC STUDIOS HEADQUARTERS

London, United Kingdom
94,025 sq. ft. | 8,735 sq. m.

The headquarters for BBC Studios, the main commercial arm of the British Broadcasting Corporation, transforms the broadcaster's historic Stage 6 at Television Centre (TVC) into an open, flexible environment. HOK's design promotes BBC's iconic brand and facilitates creativity and knowledge sharing among 1,200 employees.

The industrial design aesthetic draws inspiration from the Television Centre's 1960s origins as the "television factory" and former home of BBC News. To create an open, efficient workspace, the design relocated four central lift cores to a windowless wall on the east, replacing them with a feature spiral stairway. This helical staircase acts as the main circulation route for staff, providing physical and visual links

"TVC is a fantastic new space to call our home and a vibrant place where we can showcase all our amazing content."
—Tim Davie, Chief Executive Officer, BBC Studios

between the six office floors. A daylight-filled, circular atrium creates a ground-floor gathering place.

Combining bench workstations with loose furniture options accommodates activities ranging from focused work to small or large meetings. Workstations radiate out from the atrium, with the quietest locations placed along the glazed perimeter. Surrounding the staircase and atrium are flexible, secondary settings that encourage collaboration. Enclosed meeting rooms are located deep inside the building.

Graphics and media displayed throughout the space celebrate BBC's historic and ongoing role in shaping culture and covering world events.

SILO BUSTING

Silos are holding us back. According to an American Management Association (AMA) survey, 83% of executives believe silos exist in their companies and 97% say they have a negative effect.⁴ “Silo syndrome” exists when teams have inadequate information, insufficient accountability or a lack of coordination—hindering their ability to act. But the age of digital transformation is blowing up silos and their associated complex structures in favor of nimble organizations that embrace cross-disciplinary teamwork, creativity and divergent thinking.

Companies are reshaping their organizational structures to empower teams, whether through adhocracy, clan-based structures, nucleus or meritocracy approaches. This reflects the need of many startups to create an organizational platform that supports rapid growth. But it’s not enough to just change your structure. The workspace should be a physical embodiment of a company’s culture, brand and organization. If we don’t design the space to encourage the right behavior, the desired outcomes won’t happen.

“Silos can create tunnel vision, or mental blindness, which causes people to do stupid things.”

— Gillian Tett, *The Silo Effect*



BBC New Broadcasting House, London, United Kingdom
Photo courtesy of Chris Ansell - Hufton + Crow



Global Media Company Office, Southeastern U.S.
Photo courtesy of Seamus Payne

CLIENT STORY

GLOBAL MEDIA COMPANY OFFICE

Southeastern United States
96,000 sq. ft. | 8,920 sq. m.

This project renovated an existing office space to serve as an expansion to an existing building next door. The design creates a contemporary, highly collaborative office that incorporates state-of-the-art technology and helps this global media company recruit creatives.

The space and layout reflect the organization's guiding principles: playful but functional, flexible but organized, and timeless without ever being dull.

In lieu of large expanses of open areas with a sea of workstations, the design provides appropriately sized open

areas, interspersed with collaboration spaces, formal meeting areas and labs.

To accommodate the desired interaction among 600 employees across various groups while preventing acoustic and visual distractions, HOK's plan creates distinct zones linked by free-flowing "energizer" and lounge spaces. The company's creatives gather in these connective spaces to exchange ideas and brainstorm in informal settings.



Global Media Company Office, Southeastern U.S.
Photos courtesy of Seamus Payne

INNOVATION ON DISPLAY

Creatives tend to be visual communicators. Their physical space should celebrate, either digitally or physically, different kinds of creativity.

Incubators, dojos and scrum spaces cultivate group creativity. In these think tank environments, teams can gather to co-create and share ideas over an extended period of time. Marketing and product development teams are prime users of these spaces, which they use to rapidly charrette and prototype ideas, facilitate information sharing and seek feedback.

As competition for the most talented people intensifies, companies are looking for opportunities to highlight their innovative brand and culture through tech-enabled “wow” moments like innovation hubs and customer engagement centers that showcase their R&D activities, products and services.

“We’re not a start-up anymore but we’re also not quite a mature organization. Agility and being nimble are important. That means we are more likely to throw out the rule book.”

*— Sue-Meng Lau, Senior Director,
Global Real Estate, The Trade Desk*





CLIENT STORY

THE TRADE DESK OFFICE

Irvine, California
9,260 sq. ft. | 860 sq. m.

The Trade Desk is a tech company that empowers advertising buyers to manage their own data-driven, digital campaigns.

In response to its rapid growth, the company asked HOK to design a new office space that would feel open and transparent, highly collaborative, and both timeless and modern. The workplace also needed to reflect The Trade Desk's brand and familial culture.

The design marries The Trade Desk's strong brand identity and laid-back, beach town vibe with a clean, sophisticated look that reflects its Irvine community.

A base color palette of bright white is accented by the firm's secondary brand colors. In some areas, the design incorporates vibrant hues into functional acoustic and wayfinding elements. A hallway lined with magenta felt, for example, separates loud spaces from the "quiet zone" that houses conference rooms, breakout spaces and a phone room. Panels in different shades of blue hover on the ceiling above workstations, helping to improve acoustics.

To support The Trade Desk's close work culture, a space directly off the reception area serves as the social hub where staff and clients can gather for lunches, meetings and other events. The hospitality-focused design supports these functions while hiding the utilities that make them possible.



The Trade Desk Office, Irvine, California
Photos courtesy of Brian Ferrari



“A mind is like a parachute. It doesn't work if it is not open.”

— Frank Zappa, Musician



Rogers Communications, Toronto, Ontario, Canada
Photo courtesy of Tom Arban Photography

MINDFULNESS

Employee-focused workplace design and policies can help creatives feel more mindful, relaxed and productive in the workplace. Being present and “in the moment” helps them leave behind preconceived notions to explore new opportunities and bold ideas.

Companies can promote mindfulness by giving their people control over their work environment and by providing them with customizable options or add-ons. A balance of active spaces and quiet zones provides individuals with opportunities to gather and connect or engage in deep, meaningful thought.

In Germany, both BMW and Volkswagen have enacted policies to control what is sent through their servers to employees after hours.⁵ In France, a federation of employees passed guidelines stating that companies should adopt policies that employees have the right not to check email before 9 a.m. or after 6 p.m.⁶ But most companies in North America have not yet addressed this issue. Another strategy for promoting mindfulness includes implementing tech-free days.



The Trade Desk Office, Irvine, California
Photo courtesy of Brian Ferrari



Dentsu Aegis Network Office, Los Angeles, California
Photo courtesy of Benny Chan / Fotoworks

CLIENT STORY

DENTSU AEGIS NETWORK OFFICE

Los Angeles, California
18,300 sq. ft. | 1,670 sq. m.

Dentsu Aegis Network's West Coast office has flexibility to accommodate the expansion and contraction of the global media group's operating companies.

The design and construction team collaborated to address the challenges, including ceiling height limitations and the HVAC system, of converting a parking garage into a modern workplace.

The office features a classic, mid-century modern design aesthetic. A beaded curtain acts as a space and visual divider between the reception area and café/work zone. Composed of natural walnut and painted beads of varying sizes, the curtain is strung on a tension cable extending from floor to ceiling in the two-

story space. This curtain motif continues throughout the space—from the light fixtures to the accent wallcoverings. Drawing inspiration from nature, the neutral material palette is complemented by wood ceiling baffles, accent walls, pantry millwork and furniture.

The lower floor houses an unassigned work area with café-style seating including benches, powered picnic tables and adjacent conference rooms.

The upper floor features traditional workstations, with breakout furniture accommodating impromptu meetings. The main pantry opens to a terrace that can host staff meetings and client events. A drop-down projector screen and audiovisual equipment are integrated into the space.

MULTISENSORY DESIGN

Our human senses control how we interact with the built environment. Neurological studies reveal that emotions and sensory perceptions also impact decision making. Multisensory design is one way to fully engage and immerse users of an environment. Positive experiences such as pleasant smells, daylight, warmth, sounds of nature and natural views can engage users in a space.

Creatives want distinct spaces that are layered, styled and inspiring. Different lighting options can assist in creating this environment. Glass or other flat elements can be offset by texture, natural elements and color. Because users want control over their environment, adjustability and interactivity are benefits to the creative class.

Music and sounds can also have an impact. Different kinds of music can enhance productivity and stimulate our ability to think and be creative. Other types of music are calming, relaxing and healing. Natural sounds such as ocean sounds, rain or birds chirping can have a calming effect that helps people focus.

“Static environments aren’t enticing today. We strive to create authentic, genuine and contextually rich settings that have their own vibe and theme.”

— Mike Goetz
Senior Project Designer, HOK in Chicago



Viacom Office, New York, New York
Photo courtesy of Eric Laignel



EMBODYING THE BRAND

Today's work environments build brands, celebrate culture and tell stories. The workplace can visually communicate the drivers of an organization, create memorable experiences and achieve a sense of place that draws people in. By leveraging various forms of media—print and pixel, art and artifacts, analog or digital—the space can act as a physical embodiment of a company.

In collocations, where multiple brands share spaces, a separate identity for the workplace or building may be necessary for the people who work there. A brand-agnostic identity—with its own name, look, touch and feel—creates a destination that is specific to its location and the unique enclave of creatives that isn't connected to one company or brand. This approach can help break silos, foster collaboration and build trust after mergers and acquisitions.



Ogilvy Office, Washington, D.C.
Photos courtesy of Robert Benson Photography



Ogilvy Office, Washington, D.C.
Photo courtesy of Robert Benson Photography

CLIENT STORY

OGILVY OFFICE

Washington, D.C.

23,000 sq. ft. | 2,140 sq. m.

The design of Ogilvy's new office promotes collaboration and innovation while celebrating its creative culture. Starting in the reception area, which features a custom mural of founder David Ogilvy and his "aim for the remarkable" quote, the company's iconic brand is highlighted throughout the space.

The open floor plan features the same desk benching system for all Ogilvy's people, including executives. Modern and traditional workstyles are supported by a variety of open and closed collaboration spaces, phone rooms, video editing suites, a café, a library and "quiet car" areas for heads-down work.

Names of D.C. landmarks selected by Ogilvy employees distinguish different "neighborhoods" within the office. A clear circulation route accented by a distinct ceiling design creates views and connections. Pinup spaces in neighborhoods and along circulation paths exhibit in-process and finished work samples.

Sustainable design strategies within this LEED Silver office create a workplace that promotes the health and wellness of Ogilvy's people. HOK's design provides access to outdoor views and optimizes energy performance through low-wattage lighting and Energy Star equipment.

CRE SURVEY TAKEAWAYS

HOK conducted a global survey of real estate executives in the creative sector to assess the core issues these institutions deal with and begin to understand how they will address them over the next few years.

BY THE NUMBERS

Key survey conclusions were:

59%

Have workplace standards



or guidelines and **50%** have deployed them globally across their portfolio.

25%

Prefer to have their employees on site



and design their spaces to encourage them to come into the office.

75%



of companies surveyed have an official **distributed work program**. **50%** encourage people to work wherever they work best. The main driver is to attract the best talent. Optimizing real estate costs is also a consideration.



Enhancing employee engagement is key in the creative sector.

To do this companies are:

Supporting remote work.

Introducing apps that enable user feedback and control.

Creating quiet zones.

Integrating new technology.

Linking space to business values.



Creative services companies spend an average of

\$1,750

per work point seat on furniture.



THE BUILD-OUT COSTS

for these companies range from

\$70-\$140

per RSF, averaging \$110 (including construction and FFE).



BY THE NUMBERS (CONTINUED)

Key survey conclusions were:

17%



of companies measure space utilization.

Badging information and IT login data are the primary means of doing this, followed by observation studies. Though few companies are using sensor technology, that will change as these offerings become more refined.

While most companies have assigned seating in open environments,

67% incorporate some unassigned seating.

Yet it makes up less than 25% of their total portfolio.

80%



of companies with unassigned workspace allow their people to **occupy space on a first come, first served** basis with no booking system.

.....

Providing exceptional

food and coffee service tops the list of amenities.

Scrum spaces, gathering and ideation zones, and social areas also are sought-after amenities. **Wellness areas and tech support spaces** are increasingly popular.



.....

Though most firms surveyed embrace sustainable design,

only **20%** are actively pursuing

LEED or BREEAM certification for projects. Though most are incorporating wellness principles into their space, they typically are

not pursuing

Fitwel or WELL certification.



.....

Creating flexible space

was the top driver of workplace strategies. Others include **enhancing employee experience, enabling ability to work creatively, promoting well-being** and **providing branded experiences**.

.....

KEY BENCHMARKS

Our 2019 survey and interviews with CRE leaders from advertising, media, entertainment and creative services firms revealed these key metrics:

	Response Range	Best In Class / Going Forward
WORK POINT SIZE ASF*	36-96	36-42
OFFICE SIZES ASF*	80-150	80-100
RSF PER EMPLOYEE	105-250	130-150
RSF PER SEAT	100-150	120-140
OPEN TO CLOSED WORK POINT	100% : 0% - 60% - 40%	80% : 20%
OPEN TO CLOSED COLLABORATION SPOTS	80% : 20% - 10% - 90%	40% : 60%
SHARING RATIO (Work Point : Staff)	1 : 1 - 1 : 1.4	1 : 1 - 1 : 1.2
COLLABORATIVE SEAT : TO WORK POINT	1 : 1 - 1 : 2	1 : 1
TOTAL SEAT : TO STAFF	1.3 : 1 - 2 : 1	2 : 1
UTILIZATION	40%-60%	70%
ASSIGNED SEAT IF IN THE OFFICE	0%-100%	>30%

*ASF - assignable square foot, the actual spaces by dimensions



WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel

“Creatives seek to be untethered and thrive on the energy in their environments. They want nontraditional spaces. They seek the hum, buzz and energy that vibrant spaces provide.”

— Vincent Ng, Director of Interiors, HOK in Washington, D.C.



Rogers Communications, Toronto, Ontario
Photo courtesy of Tom Arban Photography

SPACE SOLUTIONS

Creative companies thrive on bringing people together to ideate. With creatives embracing the “better together” notion, workspaces can build community by providing a home base for teams and individuals.

Yet rapid growth and advances in technology are challenging CRE professionals to deliver the right space solutions. Offering flexibility to work off site may be part of the answer but, as a sector, creatives value places where they can come together. While ideas often originate when we are alone, they germinate and come alive when we are together. Creatives need a healthy balance of both.

Successful creative services firms rely on a high degree of experimentation. To do so, many are offering curated experiences that provide employees with an à la carte menu of workplace locations, services and support.

CREATIVES SEEK ENVIRONMENTS THAT:

Are unique.

This could mean repurposed buildings, memorable architecture and locations in trendy neighborhoods where people can be among a community of like-minded individuals.

Maximize communication.

Space should enable individual expression and information sharing.

Create a sense of community, interaction and connection.

The space should provide open access and circulation paths that enable “stickiness:” places designed to encourage people to pause, linger, interact and experience the casual collisions that lead to innovation.

Enable options, choices and some degree of control.

The space should be easily reconfigurable, have adjustable workstations and offer a variety of settings to choose from.

Are ultra-flexible.

Integrating opportunities for occupants to modify, improve and refresh the space—even through minor changes to the furniture, graphics, colors or lighting—is critical.

Express team and personal identity.

The space should provide plenty of branding opportunities and team identity walls.

Provide beauty, visual interest and clarity without being cluttered or chaotic.

Organic shapes, warm neutral colors, green hues, soft seating and higher ceilings can delight people without overwhelming them.

Allow for a healthy level of background sound.

Space can be too quiet or too noisy. Designing environments that allow for a natural ambient “hum,” balanced with quiet zones, creates the desired balance.

Encourage people to get up and move.

Sedentary work environments hinder creativity. Strategically locating stairs, giving people reasons to walk through the office, providing active furniture and including exercise rooms are among the ways workplace planners can prioritize personal health and well-being and thus stimulate creative thinking.

OFFICE PLANNING CONCEPTS

Today's work environments are morphing into engagement centers, acting as energizing hubs where the collective work space becomes an incubator of ideas. The most common planning concepts in the creative sector include:

- **Activity-Based Workplaces (ABW)** are designed around the tasks people do rather than providing assigned spots for individuals. Unassigned seating encourages movement and allows people to select their preferred setting for the task at hand.
- **Neighborhood-Based Choice Environments (NCE)** embrace the notion of activity-based space. Work points in neighborhood zones create places where people can nest, huddle and feel a sense of belonging while still having access to diverse settings.
- **Agile Environments** align with the results-focused Agile Methodology approach and are designed to support cross-functional, project-based teams working in close proximity so they can accelerate their ability to ideate, collaborate, track and deliver projects. These spaces incorporate scrums, dojos and elements of "garage-ification" to empower teams to channel their creative energy and embrace an entrepreneurial spirit. As highly collaborative, fungible spaces, they support a "work out loud" culture.
- **Maker Environments for Mobile Occupants (MEMO)** extend the idea of scrum spaces and Agile Environments across an entire office to create a scrappy, entrepreneurial workplace with a variety of settings.





WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel

CLIENT STORY

WPP CAMPUS AT 3 WORLD TRADE CENTER

New York, New York
700,000 sq. ft. | 65,030 sq. m.

WPP wanted to co-locate 4,100 employees from seven GroupM agencies as well as Kantar, its data information firm, to spur creativity and collaboration. But how do you do that while preserving the personality of each agency brand?

The solution can be found in the newly designed workplace in Lower Manhattan's 3 World Trade Center with branded offices for GroupM's leaders and seven of its agencies—Essence, MediaCom, [M]Platform, Mindshare, Wavemaker, Xaxis and Openmind—as well as Kantar. To incorporate each agency's unique brand, the design team assigned a different lead designer for each space while creating a consistent aesthetic across all 13 office floors within the 80-story tower. The result is vertical campus that offers clients easy connections

to WPP's comprehensive media expertise and encourages creative teams to collaborate.

Shared amenity spaces, agile work settings and a kit-of-parts design address WPP's desire for its offices to be flexible to respond to changing business demands.

Flexible framework: The design team developed a master plan that established a consistent layout across all 13 office floors. This gave each agency flexibility to personalize its spaces with paint colors, finishes and environmental graphics. Elsewhere, kit-of-parts design elements such as polished concrete floors, blonde wood and gray couches and chairs give them flexibility to rearrange spaces and fixtures.



Agile work: To inspire agency creatives to do their best work—and to attract the most talented people—the team designed one of the city’s largest ABW environments. Reflecting the work style and needs of Millennial and Gen Z workers, agency employees aren’t assigned desks. Instead, they have freedom to move around the open-plan space to different team and personal spaces that support what they’re doing. Each floor offers a mix of bench work seats, conference, huddle and focus rooms. At the end of each day, employees can store their materials in a locker.

Shared amenities: Two floors of shared support space encourage employees to interact across agencies. Amenities here include a multifunction room, bleacher-style stairs for meetings, game room, tech bar, employee resource center, career center, training rooms, bike storage and showers. A wellness center has an exam room, nurse’s station and physical therapy room. A 3,000-sq.-ft. outdoor terrace—one of the largest private terraces in Manhattan—provides breathtaking views of the Hudson River and much-needed green space for New Yorkers.





CarMax Innovation Center, Richmond, Virginia
Photo courtesy of Robert Benson Photography

CLIENT STORY

CARMAX DIGITAL AND TECHNOLOGICAL INNOVATION CENTER

Richmond, Virginia

34,000 sq. ft. | 3,160 sq. m.

Car retailer CarMax wanted to provide its “digital rock stars”—its designers, developers and programmers—with a creative, collaborative workplace that would attract the best people.

The company secured space in a circa-1873 building in Richmond’s historic Shockoe Bottom neighborhood. Originally a hat factory, the building had most recently been used as a concert hall, bar and restaurant.

The design team created a contemporary, Silicon Valley-type workplace for up to 200 people while retaining

the historic building’s distinct character, including its wood floors. Areas that had previously been used as bar VIP lounges became meeting spaces and visitor offices. An existing performance stage was modified to accommodate presentations and events. The design also adapted bar areas into pantries, a ticket booth into a private phone room and dining areas into open collaboration spaces.

Mobile furniture, whiteboards and monitors support the changing needs of creatives. This flexibility enables CarMax to easily transform the offices into event space.



CarMax Innovation Center, Richmond, Virginia
Photo courtesy of Robert Benson Photography

AMENITY-RICH SPACES

Amenitization—providing curated amenities that create a compelling sense of place and hospitality-like concierge services—helps creative firms differentiate themselves and inspire teams. Infusing elements of hospitality, including food and beverage options and gathering places, into the workplace has resulted in a new hybrid of corporate, residential and hospitality space deemed “corpitality.”

The ability to easily share information also is key, as creatives need to quickly share ideas and brainstorm. But balancing these team areas with private zones for focused, quiet work enables creatives to have opportunities for deep, meaningful thought, and to refresh and recharge.

Support spaces and services are increasingly configured to drive people to specific locations to foster cross-pollination among different departments and business groups. Amenities can be leveraged for this purpose, as not every support service needs to be on every floor. This could mean alternating copy services centers with IT hubs, coffee spots with tea counters, or wellness rooms with gathering spaces.

Creative employees seek amenities that engage their artistic sides, encourage individual expression and nurture community. Spaces to videocast, sound booths for podcasting, and space to develop and showcase photography are unique amenities for creatives. Maker rooms, craft rooms and cooking spaces allow for hands-on experiences.

But access is the new ownership for amenities. Creative firms located in an urban area don't have to provide all these amenities on site. They simply need to offer easy access to them within the community.

“We are seeing a desire for family-style eating as teams seek to build authentic connections, synergy and a team mentality. Food is a bonding moment.”

— Mike Goetz
Senior Project Designer, HOK in Chicago

AMENITIES

COMPANIES ARE OFFERING ON-SITE AMENITIES THAT INCLUDE...



Food and Beverage Service



Tech Bar



Concierge



Wellness Rooms



Outdoor Work Space



Prayer Rooms



Auditoriums and Conference Centers



Gardening Areas



Maker Spaces



Scrums / Dojos



Game Rooms



Podcast / Recording Booths

AND LOOKING TO PROVIDE ACCESS TO, BUT NOT NECESSARILY OWN:



Communal or Coworking Space



Medical Clinics



Retail Shops



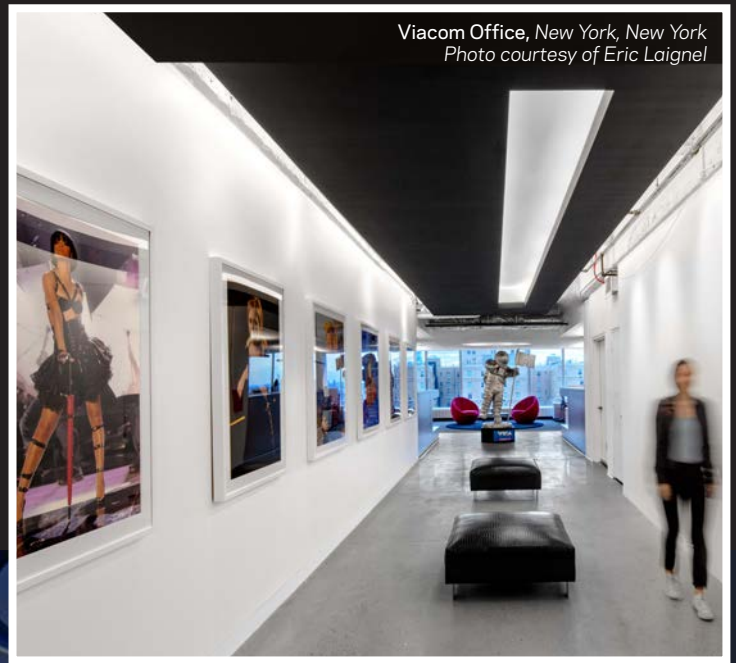
Banking Options



Fitness Facilities (indoors and outside)

TRANSFORMATION

The workplace is always evolving. To enable and inspire creative professionals, we need to design environments that have a “wow” factor while supporting a variety of work preferences and styles. By thinking outside the box, we can design creative environments that stimulate innovation. In today’s world, the ability to stay ahead of the curve and find the next big idea can mean the difference between failure and success for creative firms.



Viacom Office, New York, New York
Photo courtesy of Eric Laignel



WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel



Viacom Office, New York, New York
Photo courtesy of Eric Laignel

ENDNOTES

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Work is no longer a place people go—it’s an experience that happens anytime and everywhere. Our workplace strategists and designers look beyond the environment to design this complete experience. High-performance workplaces enable people to be productive, engaged and happy, whether they are distributed workers, digital nomads or working in an office building, hospital, lab, campus or at home. HOK’s evidence-based design solutions optimize the potential of these experiences. This may involve decreasing occupancy costs, embodying an organization’s culture or fostering innovation—however our client defines success. Leveraging our global network and knowledge of best practices, HOK’s WorkPlace practice leads the strategic planning, design and implementation of work experiences across the world.

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WPP Campus at 3 World Trade Center, New York, New York
Photo courtesy of Eric Laignel

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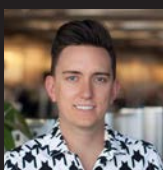
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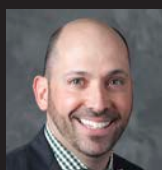
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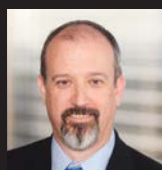
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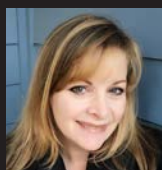
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