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Master of Culture and Arts, Leadership and Service Design

Anu Sauramaa

Redesigning empty office spaces into living rooms

New Urban Living by Kliffa Innovations

Master's Thesis

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Supervisor: Elina Vartama



MASTER'S THESIS ABSTRACT

Author: Anu Sauramaa

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– New Urban Living by Kliffa Innovations

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Summary

This thesis is called Redesigning empty office spaces into living rooms. It was commissioned by a start-up company called Kliffa Innovations, who has developed a booking platform where anybody's unused spaces can be utilized and monetized instead of being unused. The methods used in this project were Service Design, Placemaking theory and Interior Design.

The end result of the project was a concept how the empty offices can easily be transformed into comfortable co-working spaces. The project also gave other ideas how to utilize empty premises. It also provided insight into the importance of communities.

Language: English

Keywords: Service Design, Interior Design, Space Planning, Start-Up Company, co-working

OPINNÄYTETYÖ (YAMK) TIIVISTELMÄ

Kirjoittaja: Anu Sauramaa

Master of Culture and Arts, Leadership and Service Design

Ala: Palvelumuotoilu

Ohjaaja: Elina Vartama

Title: **Tyhjien toimistojen muuttaminen eläviksi tiloiksi**

– Uutta urbaania elämää, Kliffa Innovations

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Tiivistelmä

Opinnäytetyössä pyritään palvelumuotoilun ja Placemaking-teorian keinoin löytämään uutta käyttöä tyhjille toimistotiloille. Toimeksiantajana on start-up-yritys Kliffa Innovations, jolla on tilanvarauspalvelu nimeltä Kliffa.fi. Opinnäytetyön kohdetila sijaitsee Helsingin Pasilassa ja projektissa kartoitetaan loppukäyttäjien tarpeita ja toiveita, suunnitellaan tilan sisustus ja remontoidaan tila.

Menetelminä käytetään tutkimusta, benchmarkingia, palvelumuotoilun erilaisia menetelmiä. Työn lopputuloksena syntyy konsepti, jota voi hyödyntää käyttämättä jääneiden tilojen vuokraamisessa yhteiskäyttöön.

Kieli: Englanti

Avainsanat: Service Design, Palvelumuotoilu, Sisustussuunnittelu, Start-up yritys, tilasuunnittelu

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1 Introduction

This thesis is about redesigning empty office spaces into living rooms. There are over one million square meters of empty office space in the capital area. (HS.fi 2016) The thesis is commissioned by Kliffa Innovations, a start-up company, based in Helsinki, as they have developed an online booking platform called Kliffa.fi for empty urban spaces. They have decided to offer new ways of utilising the empty spaces and to help the owners to monetize of the usage. On this project Kliffa Innovations is co-operating with the Premises Centre of City of Helsinki (Helsingin Tilakeskus) and this is a pilot case of turning empty office spaces into living multipurpose rooms for the citizens of Helsinki.

My role is to use Service Design tools to find out what what the end users need and expect of this kind of rentable communal spaces and their functionality, usability and appearance. The space will be redecorated according the end users' needs, launched, piloted and tested and will be constantly developed also in the future. The final product will be a concept how to utilize the spaces. One of the leading ideas is reinventing the usage of the spaces. The project is estimated to last about three months, and the pilot space will be operating until the end of 2017.

1.1 Frame of reference

FRAME OF REFERENCE

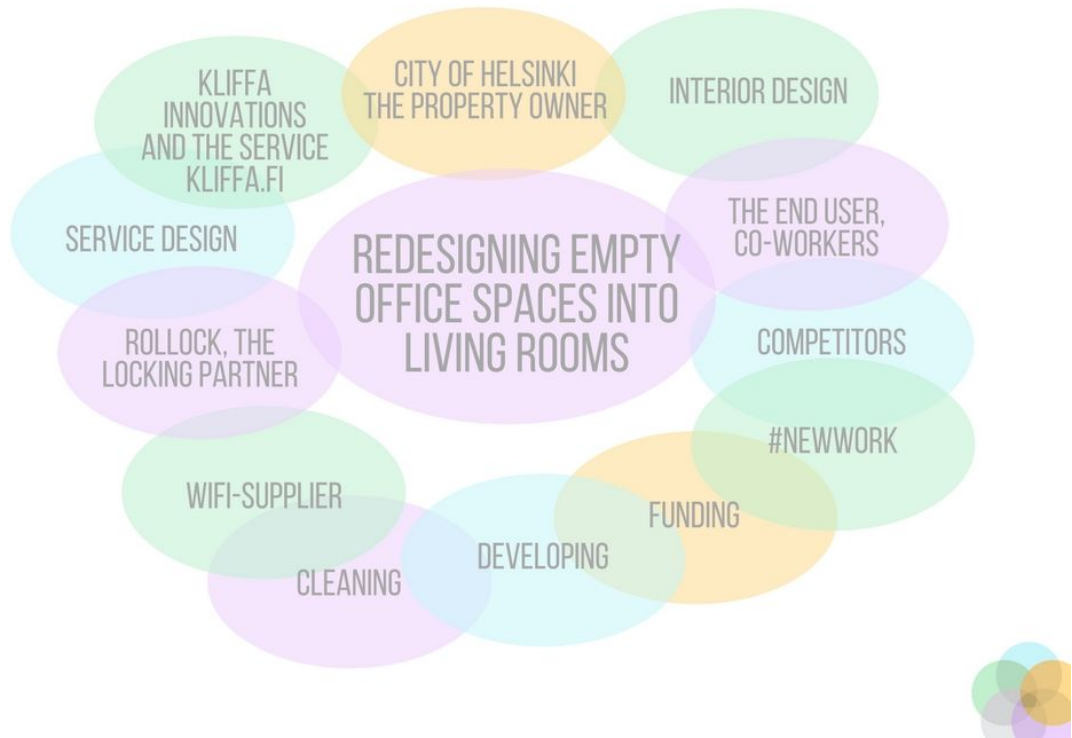


Figure 1, The frame of reference (Anu Sauramaa)

The Frame of reference for the thesis Redesigning Empty Office Spaces into Living Rooms (Figure 1) consist of several contributors. Service Design, the Placemaking theory and Interior Design are the methods used in this project in finding a duplicable model of developing empty office spaces.

Kliffa Innovations as a company as well as the Premises Centre of City of Helsinki are the key players. Kliffa Innovations owns the booking platform called Kliffa.fi. Kliffa Innovations as well as the City of Helsinki have their own suppliers and contractors who also participate in the project. The end users, the co-workers, in the co-working space are the vital part of the frame of reference as they provide their views, needs and the opinions during the process.

1.2 Research problem and questions

The research problem is: Are rentable communal spaces needed? If they are needed, what would they be used for and how they should look? How can Kliffa Innovations utilize the knowledge acquired during this pilot case and how can the concept be duplicated?

1.3 Thesis Structure and Design Process

The thesis is completed in several phases (Figure 2). First of all, there is the background research of the Pasila area and the special features of the brutalist architecture. The architecture has to be honoured when planning the interiors.

Next is to familiarize oneself with the local people, the existing communal spaces both in Pasila and more generally, and the people's expectations and needs concerning communal spaces. A survey is conducted to gather ideas.

Analyzing the outcome of the survey and prototyping is an important part of the thesis project, as it gives the answer to the research question: Are communal spaces needed and what are they needed for? After prototyping a workshop will be organized to gather opinions of the outcome so far, and to get ideas to develop. The interior design is only a small part of the project, but it is also a visible part.

The end result of the project will be a new concept for Kliffa Innovations. The concept has to be duplicable and it has to fit several areas and several premises. There are also other clients than the Premises Centre of the City of Helsinki, as Kliffa Innovations operates all over Finland.

In a design process it is easy to go on almost forever gathering the information and doing the research. An experienced designer knows when to move on. In design processes the problems are often defined in relation to expected outcome and they have to be re-defined during the process. The task will be clarified several times during the design process. (Cross 2011, p. 121-126)

The process (Figure 2) started in March 2017 and it was scheduled to be completed in June. Signing the lease of the office premises in Pasila took longer than expected, so the lease was signed in June 2017 and the co-working space was opened in July, but officially launched in early August. The thesis project has followed the same timetable, except the survey was done already in April/May 2017 and the workshop was held in September 2017.

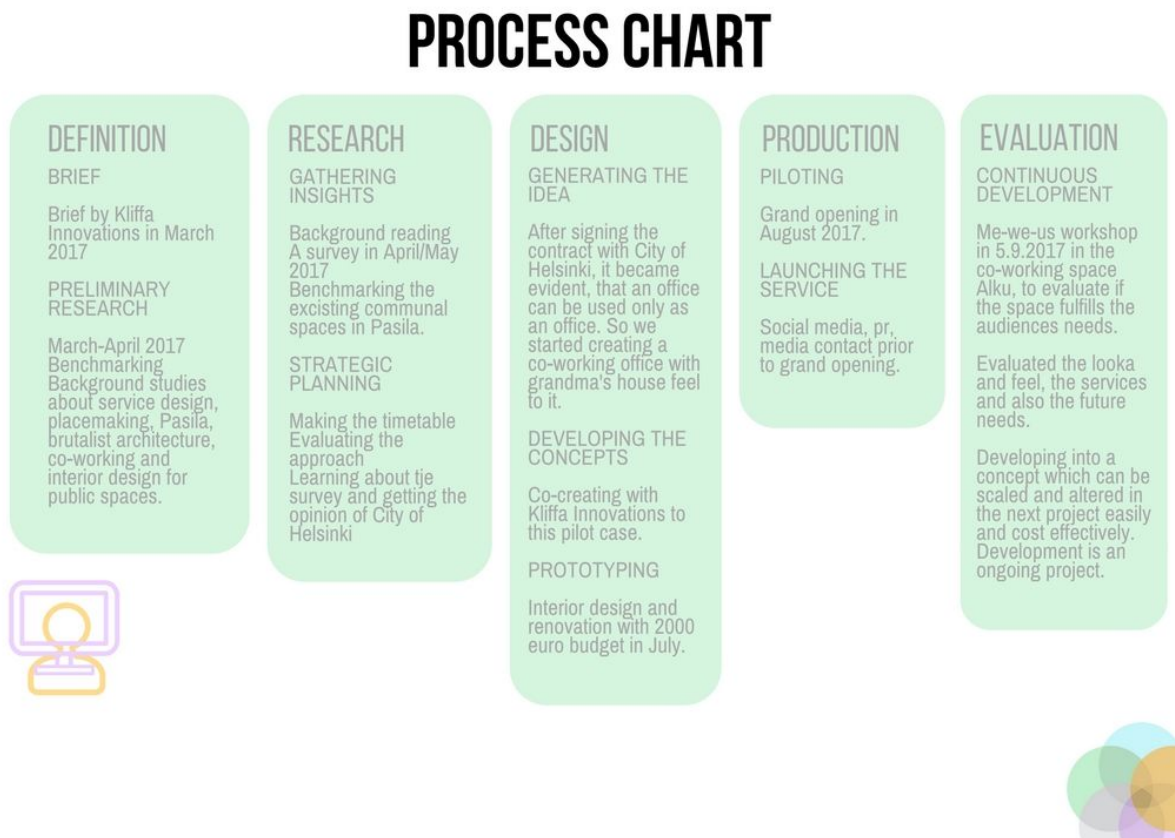


Figure 2, Process chart (Anu Sauramaa)

2 Theory and Methods

The project was started by meeting Kliffa Innovations and visiting several empty office spaces in Pasila, Helsinki with the Premises Center of the City of Helsinki and Kliffa Innovations. The office space in Kasöörinkatu 3 (Picture 1) was chosen as the pilot location quite early in the spring. Unfortunately, the City of Helsinki was quite slow and the lease was not signed until June 2017.



Picture 1 Kasöörinkatu 3 (Tilakeskus/Oikotie.fi)

The City of Helsinki was quite strict about the premises being an office in the city plan and it has to continue being an office in the future. The project was outlined by this fact.

2.1 Literature Review

As background reading I have used several Service Design -books: Design Thinking by Nigel Cross, Marc Stickdorn's and Jakob Schneider's This is Service Design thinking, Juha Tuulaniemi's Palvelumuotoilu (Service Design) and Osterwalder - Pigneur - Bernarda - Smith's Value Proposition Design. About Pasila, brutalist architecture and the Placemaking theory I read mostly online articles as it proved rather hard to find any current literature locally.

Nigel Cross discusses in **Design Thinking** the creative process and provides a glimpse inside a designer's head and helps the reader to understand how do the designers work. His approaches are designing to win, to please or to use. He points out that teamwork provides more solutions than working individually. Education is about developing the ways of thinking and acting, not only increasing the knowledge.

Marc Stickdorn and Jakob Schneider go through 25 service design tools in their book **This is Service Design thinking**. 5 principles of Service Design Thinking are:

1. User-centred services
2. Co-creation
3. Visualising in sequences
4. Evidencing
5. Holistic service and environment

Earlier there were designers designing products but in Service Design anybody or everybody can be creative and take part in co-creation. Creativity is not a gift, but a talent to listen to the flow of the ideas in one's head. Customer involvement in the design process creates co-ownership and leads to customer loyalty.

Juha Tuulaniemi's **Palvelumuotoilu** is possibly the most read Service Design book in Finnish. Tuulaniemi gives a very strong theoretical background how good service is the best marketing. Understanding the customer is the key element of doing profitable business. He runs through the Service Design process step by step and in the end tells about the potential which can be reached by implementing the service design into the business.

Osterwalder - Pigneur - Bernarda - Smith's **Value Proposition Design** is colourful and visual compared to the other readings. It gives ideas how a Service Design process can be visualized. The book emphasizes the importance of testing, learning and doing it again, multiple times. There is no gain without pain. Testing, measuring and monitoring are the key elements in a successful design project. Testing cannot be started too soon. Fast and cheap is the right way to go, it is not worth developing a concept really far without any testing.

2.1.1 Service Design and methods used

What is Service Design? This video answers the question quite well: <https://vimeo.com/20527888>

Video 1 This is Service Design Thinking - Book Trailer

Service Design is explained in the video (Video 1): If there is the same product with the same price, it is the Service Design that makes the difference. Service Design is user centred and the services are looked through the customer's eyes. It is co-created, all the stakeholders are included in the design process. In Service Design the sequences are visualised and the design process includes evidencing. And above all, it is a holistic method, the entire environment is considered. The most common Service Design tools include: stakeholder maps, personas, customer journey maps, cultural probes, storyboards, prototypes, service blueprints and many more.

Service Design is an evolving approach. After gathering the background information the process soon moves on to the trial period, where the assumptions are tested and developed. The first design process is quite short as testing is more important. Service Design helps innovating but also improving some existing services. It is multidisciplinary and integrative way of working. Empathy, understanding the customer is considered vital in Service Design. Assuming what the customer might want is not enough, the customers have to be asked and they have to get involved in innovating or improving the service. (Stickdorn & Schneider 2011, p. 29-33)

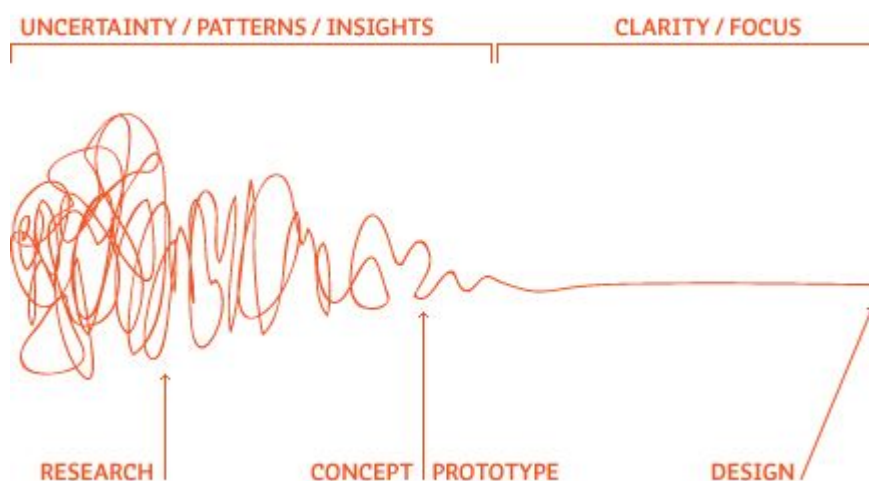


Figure 3, The Squiggle by Damien Newman (Institute of Design at Stanford)

Damien Newman's The Squiggle (Figure 3) is one of the most famous pictures to describe the Service Design process. The research period can be quite lengthy and the final design can be out of focus at times.

The Service Design methods used in this research were Survey and Workshop. There was also Benchmarking and Observing as well as some discussions. Survey was chosen as the preliminary method to quickly find out the needs of the potential customers, the aim was more qualitative than quantitative. The survey was also conducted to support the hypothesis of the possible uses of the space made by the researcher and the commissioner.

Qualitative survey gives space to people's ideas, feelings, opinions and experiences as well as motivation. It is aimed to understand the phenomenon. (Tuulaniemi 2011, p. 143) Background information is gone through to see what kind of information already exists. The expectations of service provider as well as the end user have to be taken into account and understood. The hypothesis will be proven correct or incorrect. (Tuulaniemi 2011, p. 145)

The method used in the Workshop was Classic Brainstorming, Me-We-Us where a group of people are gathered around a table, create ideas individually and then discuss the ideas together, develop them further and choose the ideas worth developing. During the idea generating discussing the ideas is not allowed as it can stop the flow. (Tuulaniemi 2011, p. 182) Instead there is a limited time for each session. The facilitator takes care of the time limits. The facilitator does not participate in the generating ideas.

2.2 Placemaking

Placemaking is not a new idea. Thinking behind Placemaking originated in the 1960s, when Jane Jacobs and William H. Whyte introduced groundbreaking ideas about designing cities for people, not just cars and shopping centers. Their work was about the social and cultural importance of lively neighborhoods and inviting public spaces. The rigid planning processes of the 20th century have unfortunately become so institutionalized that community stakeholders do not often have the chance to voice their own ideas and aspirations about the places where they live. Placemaking used well, breaks down the silos by showing planners, designers, and engineers the broad value of seeing more than their own professions, disciplines, agendas. Grassroot

involvement is important for designers and planners and can spare themselves a lot of trouble. Problems like traffic-dominated streets, little-used parks, and isolated or underperforming development projects can be avoided by utilizing the Placemaking theory that views a place in its entirety, rather than focusing on isolated components. (Project for Public Places 2016)

"Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution." (Project for public spaces 2016)

Eleven Principles for Creating Great Community Places: (PPS.org, 1999)

1. The Community Is The Expert

Identifying the talents and assets within the community helps to establish the community ownership. In a community there are historical perspective, valuable insights into how the specific area functions, and an understanding of the critical issues and what is meaningful to people.

2. Create a Place, Not a Design

When creating a place, design is not enough. Elements making people feeling welcomed and comfortable, such as seating and new landscaping are vital. The aim is to create a place that has both a strong sense of community and a comfortable image, so the elements of the place add up to something more than the sum of its often simple parts. It can be easier said than done.

3. Look for Partners

In a public space project the partners are critical to the future success. They are invaluable in providing support and getting a project off the ground. The partners can be local institutions, museums and schools.

4. You Can See a Lot Just By Observing

It can be learned a lot from others' successes and failures. By looking at how people are using (or not using) public spaces, it is possible to evaluate what makes them work or not work. Through the observations, can be seen what kinds of activities are missing. The observing has to continue also after the places are built so they can evolve.

5. Have a Vision

The vision needs to come out of each individual community and it should rise a sense of pride in the people who live and work in the surrounding area.

6. Start with the Petunias: Lighter, Quicker, Cheaper

The public spaces are so complex it cannot be expected to get everything right straight away. With short term improvements things can be tested and improved over a longer period. Elements such as seating, outdoor cafes, public art, crosswalks, community gardens and murals are examples of improvements that can be accomplished one by one.

7. Triangulate

"Triangulation is the process by which some external stimulus provides a linkage between people and prompts strangers to talk to other strangers as if they knew each other" (Holly Whyte). The choice and arrangement of different elements in relation to each other can put the triangulation process in motion (or not). For example if a children's reading room in a library is located next to a children's playground in a park and a food kiosk is added, more activity will happen than if these facilities were located separately.

8. They Always Say "It Can't Be Done"

Creating good public spaces is inevitably about encountering obstacles, because no one seems to have the job or responsibility to "create places." Small scale community-nurturing improvements are a good beginning which can demonstrate the importance of "places" and help to overcome obstacles.

9. Form Supports Function

Although the design is important, the input from other stakeholders tell what "form" is needed to accomplish the future vision for the space.

10. Money Is Not the Issue

When the basic infrastructure of the public spaces has been completed, the elements that are added that will make it work (like vendors, cafes, flowers and seating) will not be that expensive. By following these Placemaking steps, people will have so much enthusiasm for the project that the cost will not be as significant when compared with the benefits.

11. You Are Never Finished

Good public spaces respond to the needs and the ongoing changes of the community. Amenities wear out and need to be changed. Flexibility to enact is needed, because the change is what builds great public spaces and great cities and towns.

(The Project for Public Places 2016)

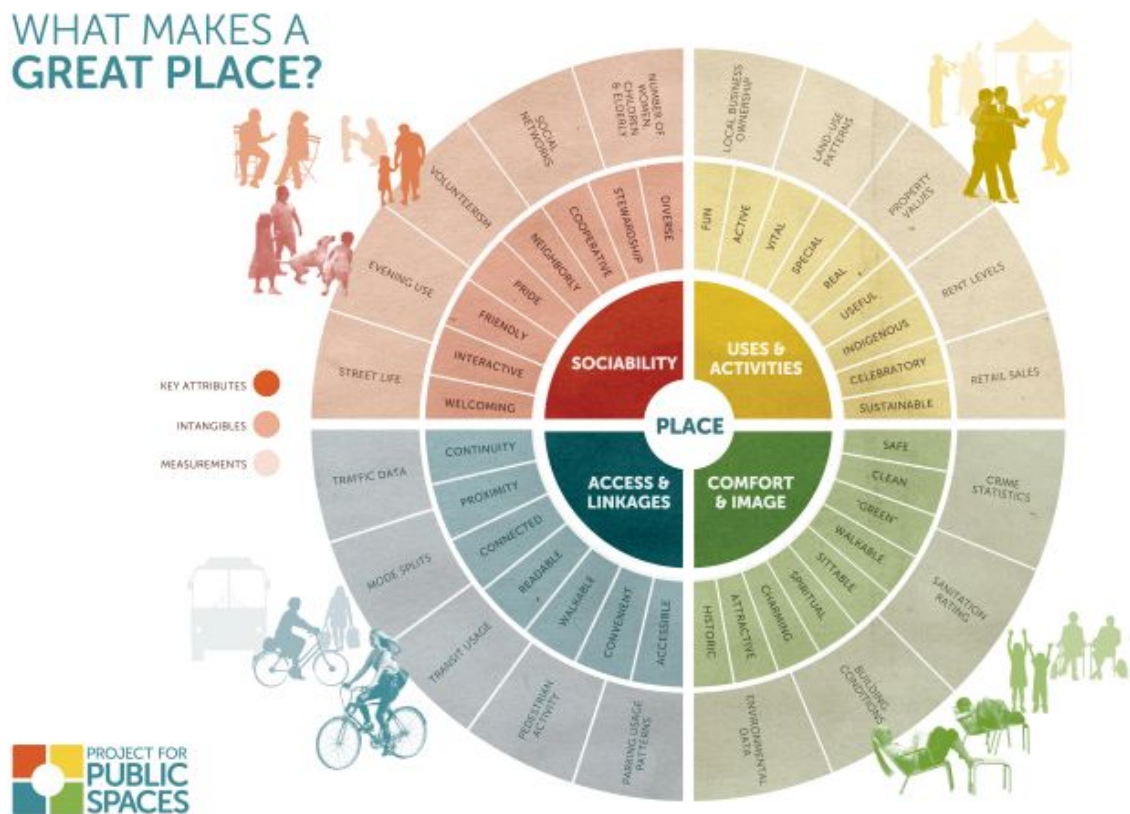


Figure 4 What makes a great place? (Project for public spaces)

In the figure of the What makes a great place (Figure 4), the key attributes are in the center, intangibles in the middle and the measurement on the outer circle. The key attributes are sociability, uses and activities, access and linkages and comfort and image. Together they help

to create a great place.

Placemaking is a process and a philosophy. It works well with Service Design as it consists of observing, listening to, and asking questions of the people who work or live in the area, or spend their free time there. Placemaking aims to understand what the people want or need in their space.

Placemaking is a crucial and deeply-valued process for the inhabitants who feel very connected to the places in their lives. Placemaking shows people how powerful their collective vision can be. It integrates diverse opinions into a cohesive vision, it translates that vision into a plan and it ensures the sustainable implementation of the plan. Turning a shared vision into a reality – into a truly great place – means taking small steps in a patient manner, listening truly, and seeing what works best in a certain project. (Project for Public Places 2016)

In Placemaking project quality places are created. Places where people want to live, work, play and learn in. It requires people participating in the process by engaging and empowering them. The involvement can be over a long period of time – potentially, forever.

Possible Placemaking projects are street and façade improvements, neighborhood-based projects like residential rehabs, residential infill, small scale multi-use projects, park improvements and so on. It can be used on activities as well, like events in public places.

The key elements of quality places are:

- Mixed-uses
- Quality public spaces
- Broadband enabled
- Multiple transportation options
- Multiple housing options
- Preservation of historic structures
- Community heritage
- Arts, culture and creativity
- Recreation
- Green spaces

(Wyckoff, Definition of Placemaking)

2.3 Brutalist architecture from 1950's to 1970's

Brutalism was a bold and distinctive version of modernism and it started in the 1960's. Le Corbusier called the poured concrete *béton brut* (raw concrete). It was combined with block-like design creating a sense of grandeur. The buildings were imposing and dramatic. The style suited especially well apartment blocks, office towers, shopping centres and car parks as well as university campuses. The well designed structures of the concrete buildings fit well for their purpose. (Wilkinson 2010, p. 152-155)

The term "brutalism" was originally used for the first time by the Swedish architect Hans Asplund to describe Villa Göth in Uppsala, designed in 1949 by Bengt Edman and Lennart Holm. The term he used was *nybrutalism* (new brutalism), and it was picked up by a group of visiting English architects, including Michael Ventris. The term was used in 1966 by architectural historian Reyner Banham as a title of his book *The New Brutalism: Ethic or Aesthetic?*, to characterise architectural approaches rising in Europe. (Clement 2011, p. 3)

Finland was going through a great restructuring of the society in the 1960's and 1970's and as part of it were built the large housing estates. People were moving to the cities from the countryside. These new housing complexes were built outside the city centers. On the top year 1974 was built 46 200 flats. The amount of flats was the main aim. The parts were prefabricated to save money and the variety was very limited. The buildings were not allowed to have any extensions or curves. New standards were created. East-Pasila is a very good example of the Brutalist Architecture in Finland. (Kulttuuriympäristöme.fi)

2.4 The Methods

Service Design and Placemaking theory were appropriate to this project. The both methods emphasize listening to the end users and involving them in the process. The research period included lot of reading and learning. The preliminary information was gathered through a Survey from several different audiences, so it was simplest to target the audiences online, in the right target groups. They were preselected by their working life style, most of the people who replied to the survey worked independently either freelancing or at least without a steady office.

The Service Design methods were Moodboard and Personas created after the survey, Stakeholder map, Business Model Canvas, Customer Journey Map and Service Blueprint.

The Workshop gave further understanding of people's expectations, opinions and feelings. Ideas were free flowing and a consensus was created quite easily.

As checking the competition and the background, the Benchmarking was valuable. Observing and discussions with the local residents helped to confirm that there is need for communal spaces in Pasila.

2.5 Evaluation Metrics

The metrics on evaluating the project are: client satisfaction of Kliffa Innovations. How the outcome fulfills the criteria in the Placemaking in the aspects relevant to this space. Amount of use of the space and the satisfaction of the end users. The duplicability of the concept is one criteria in evaluation.

The Placemaking criteria includes the key elements of quality places, which are, as long as they are adaptable to this case and purpose: mixed-uses, quality public spaces, broadband enabled, multiple transportation options, multiple housing options, preservation of historic structures, community heritage, arts, culture and creativity, recreation and green spaces. (Wyckoff, Definition of Placemaking)

3 Research

The concept of redesigning empty office spaces into living rooms demanded some background research and benchmarking the existing communal spaces in Pasila and elsewhere in Helsinki. Kliffa Innovations provided the information of their core business and The Premises Center of City of Helsinki's operating system was visible online. Service Design methods and Placemaking theory were used for the theoretical part.

3.1 Background

In the background all the parties are presented as well as the operators that were benchmarked.

3.1.1 Kliffa Innovations

Kliffa Innovations is a startup (2014) providing a booking service called Kliffa.fi and an insight how today's facilities can be used in smart cities of tomorrow. They provide services through which the residents can book the common spaces in their own buildings, spaces like laundry rooms and saunas, but also office and retail spaces as well as party locations. Housing companies get new ways for making profit of their underused spaces, by using services provided by Kliffa Innovations.

3.1.2 Premises Centre of City of Helsinki

"The Real Estate Department's Premises Centre of City of Helsinki is in charge of the majority of the service facilities and premises owned by the City of Helsinki. Its main task is to ensure that the city is able to offer its services in functional, cost-effective and safe premises. The Premises Centre continuously develops the city-owned premises and facilities to meet new and changing usage needs." (Hel.fi)

The City of Helsinki leases premises which are suitable for company's needs, they show the spaces and operate as contact persons in the leasing process. Most of the business premises are located on the ground floors of residential buildings, so they can be used only as shops or offices. (Hel.fi)

3.1.3 East-Pasila, Helsinki

Pasila is located north of the center of Helsinki and in the main intersection of public transportation of the metropolitan area and it is divided to east and west by the railway tracks. The present day Pasila was mostly built in 1970's, but is now going through the next development phase. In Pasila lives around 10 000 people and there are circa 26 000 jobs.

As it takes only five minutes by train to reach Pasila from Helsinki city center, the present construction activity is ensuring that Pasila's central role in Helsinki is becoming more prominent. It is seen as the hub of the digital media. Finland's largest exhibition centre and the biggest sports and event arena, Hartwall Arena are located in Pasila.

Through these latest developments Pasila will become the second centre of Helsinki. "The role of Pasila as a key area of commercial construction, a business hub and a media, events and congress neighbourhood is becoming stronger. The upcoming traffic solutions increase the significance of Pasila as a functional and versatile centre and place of residence for the entire country."

It is estimated that by 2040 in Pasila will be one million square meters of new office space, half a million square meters of housing, 40 000 new jobs and 12 000 new inhabitants. (Uuttahelsinki.fi)

East-Pasila is a typical example of 70's brutalist architecture, which flourished from the 1950's to mid 70's. (Pictures 2 and 3)



Picture 2 Pasila was built in the 1970's (Touko Yrttimaa)



Picture 3 Brutalist architecture in Pasila 1970's (Touko Yrttimaa)

3.1.4 Benchmarking the existing communal spaces in Pasila

The benchmarking of the existing communal spaces was done at the point, when it was still thought that the space can be used for any purpose and so the places benchmarked were generally communal places where people gather and organise festivities and happenings. Later it was learned the place in Pasila can only be an office so the benchmarking of the the booking and the prices of co-working spaces, hubs and Mushrooming happened later and only online. They became more relevant to this concept than the earlier benchmarked communal spaces.

3.1.4.1 Rauhanasema (Peace station)

In Pasila there are two communal spaces at present. One of them is Rauhanasema, Peace station (Picture 4), the old Pasila railway station, which has been moved twice. First from Vammeljoki in Carelia 1923 to Pasila, in Helsinki and the second time in Pasila 1986 as the new station building needed more space and the old station building was sold to Rauhanliitto. The building was moved in one piece. (Rauhanasema.fi)



Picture 4 Rauhanasema (Anu Sauramaa)

The Peace station is rented out to organisations, companies and private people, by hour or by day. It has strict limits what it can be used for, mainly celebrations or organisational meetings. It also functions as a clubhouse. (Rauhanasema.fi)

3.1.4.2 Pasilan asukastalo (Pasila Residential Facilities)

Pasila Residential House (Picture 5) was started in 2008 in East-Pasila. It was created by Kalliola settlementti, which is a multi-function association founded in 1919 and it produces social services, provides adult education and supports civic and voluntary activities in the metropolitan area.

In 2007 was noticed: The local residents as well as the immigrants had the same worry, the segregation between the groups. They feared the ethnicity of the residents would get homogenous if the original residents continued moving away. There were signs of it. (Väisänen, Immonen, Ojaksela 2011, p. 2)



Picture 5 Pasilan asukastalo (Kalliola.fi)

The benchmarking gave a strong indication that Kliffa Innovations was planning something different from the existing publicly usable spaces in Pasila. As Rauhanasema is more of an event venue for big events and Pasila Residential house works more as a meeting point. So neither of them is a co-working space of any kind.

3.1.5 Benchmarking existing communal and co-working spaces in Helsinki

In Helsinki there are several co-working spaces or collectives offering an opportunity to work together. They operate in different ways.

Hoffice Helsinki is a group of people, who occasionally on certain days invite other people, usually strange to them, to work with them in their homes. There is no rent to be paid, but there can be lunch available and the lunch has to be paid for. People work for 45 minutes, have a simultaneous 15 minute break to relax and talk, and then they work again. (Työpaikat.oikotie.fi)

Mushrooming Helsinki helps freelancers and artists to rent working space in a more traditional method, renting by monthly agreements, often for everyday use. People do not need to rent a whole flat or premises, they can also rent a room or a desk. (Mushrooming.fi)

MOW, Mothership of work has two co-working premises in Helsinki. They emphasise also the community aspect of co-working. Their operation is based on membership fee. (MOW.fi)

Meetingpark has several locations in Helsinki. The meeting spaces can be rented for a bigger or a smaller group and they have also offices and co-working spaces available. The locations are rather big and the interior design aims to neutral practicality. (Meetingpark.fi)

There are also other hubs and co-working spaces in Helsinki than the ones mentioned above. Co-working is a trend and by the end of this year nearly 1,2 million people worldwide will have worked in a co-working space. Co-working spaces give especially small- and medium-sized companies a scalable and adaptable office spaces solution based on their needs. Companies want to have engaging workplaces where their employees can be happy and productive. The working environment is not only about practicalities, it has to be also comfortable and inspiring. (Forbes.com)

3.2 Definition

Kliffa Innovations gave the brief in March 2017. They had been discussing with the Premises Center of the City of Helsinki for over a year, how they could together utilize the empty city owned spaces better. Most of the empty locations are office spaces. So they had decided together they will make a 6 month pilot project and try out if they get this kind of rentable communal place to work, to make the area more lively and beneficiary for the people living and working in the area. If the outcome was positive, they would extend the model to other locations.

3.3 Research

The preliminary research consisted of benchmarking the existing communal spaces, discussing the possible use of the space with both Kliffa Innovations as well as with the people responsible in The Premises Center. During and after discussions I visited East-Pasila several times, observing people, their everyday habits and their routines.

As the lease for Kasöörinkatu 3 was signed finally in June, the project started during the holiday season. The Premises Center of Helsinki was quite strict about the fact that if the space is an office, it has to be used as an office also in the future. So the replies in the survey which was conducted in April-May 2017 became partly irrelevant, even they did provide interesting information about how people would use empty office spaces in Helsinki.

The city of Helsinki has also been conducting a survey **Pearls of Helsinki**, to find out what kind of urban amenities dwellers of Helsinki appreciate the most: "What makes the urban environment an attractive place to live? What are the joys of urban life and where are they located? What kind of environment is pleasant from the citizens' point of view?" (Yleiskaava.fi) In the survey the most important aspects of Helsinki for the participants were: closeness to the nature, presence of the history, well designed environment, beauty of the architecture as well as restaurant and café -services. Togetherness as well as the environments with heritage were the most important to the people of Helsinki. (Hel.fi)

3.3.1 Survey

The research began with a survey (Picture 6 and Appendices 1 and 2), a light questionnaire to gather the main ideas how the empty office spaces could be used. The questionnaire was created with Survey Monkey and it was published on 9th of May 2017 in two Facebook Groups: Lisää kaupunkia Helsinkiin (More City to Helsinki) and in Mushrooming Helsinki (where you can

search for work rooms in Helsinki). Later Kliffa Innovations also shared it on their own social media interface. The survey was conducted in Finnish.



Picture 6 A sample of the survey in social media (Anu Sauramaa)

3.3.2 Results of the survey

The survey (Appendix 2) was public between 9th May and 6th June, for almost a month. There were 29 participants in the survey and 93 % of them were able to think of renting a space short term. 46 % would rent the space only a couple times a year, 32 % a couple of times a month and 21 % almost weekly or weekly. As many as 82 % of the participants were prepared to use the space simultaneously with other people. The biggest group, 38 % of the people who took part in the survey were 30-39 years of age, the second biggest group by 20 % was 50-59, 21-29 and 40-49-year-olds were represented by 17 % each and over 60-year-olds by 7 %.

In the survey most of the people wanted to use the communal space for meetings or working. Other ideas which were mentioned several times were photo studio, organizing events, training, pop-up shop or a space for a certain hobby, organisation or co-working. Also a party venue was needed, as well as masseurs' workroom.

People were asked how the space should be equipped to please them, they wanted the following things: tables, chairs, a toilet, a beamer, wifi, a sofa, kitchenware, electricity, a coffee

maker, a fridge, a shower, a shop window for window displays, natural light, sewing machines, location, height, easy access, water, lighting, electricity and air conditioning.

People were also asked about their opinion of renting a space occasionally. People seemed to tell almost anything they had on their heart. People would like to see the space beforehand or there should be good pictures online. It depends on the use, how much people are willing to pay, some people thought it should be free of charge. Some of the people said they would like to rent the space for more regular use or longer time and others knew already similar businesses, but they were happy about that Kliffa Innovations is creating something different. The rooms are expected to have lockable doors. Meeting rooms or conference rooms came up in several comments. Location, cleanliness and adaptability were important. The idea was complimented several times.

People were asked the amount they would be willing to pay as rent for two or eight hours. They were also asked for how long they would use it on one go. The average willingness to pay for two hours was 40 euros. The answers were between 10 euros and 100 euros, but most of the replies were between 30 and 60 euros. For the whole working day (eight hours) people would be prepared to pay on average of 93 euros, the spread was between 20 and 300 euros. Most of the answers were around 100 euros per day.

People indicated that on one occasion, they would like to use the place from one to 109 hours continuously, most of the users would need the space for 2-4 hours.

The survey gave similar results we had already previously discussed, but there was also quite a big demand for photo studios for example as well as pop-up shops or showrooms. In this premises it can't be made reality during this project, but the pop-up shops and the showrooms are something Kliffa Innovations should look into in the future. By provision of sales, they could monetize out of it quite easily.

As the lease was signed, The City of Helsinki had said an office can only be an office and the results of the survey had been analyzed, the project started moving on.

3.3 Service Design process

The Service Design process was started from the brief given by Kliffa Innovations. After the brief was done background research and benchmarking was done. More customer/end user understanding was gained by a survey and observing. After collecting information it was opened up with several different Service Design tools, which help sorting out the relevant information in a relevant way.

3.3.1 Stakeholder map

A stakeholder map (Figure 5) is a virtual representation of the main parties in the project and it helps to chart and analyze the interplay between them. (Stickdorn & Schneider 2011, p. 150-151)

In this design project the parties were Kliffa Innovations, the property owner The Premises Center of the City of Helsinki, the financiers, the interior designer and the decorators, the locking partner Rollock and other suppliers and partners as the electricity supplier and the wifi-supplier. The end user a.k.a the customer is in the middle of the stakeholder map, as he or she cannot be provided a functional co-working place without all the stakeholders doing their part in the process.

STAKEHOLDER MAP

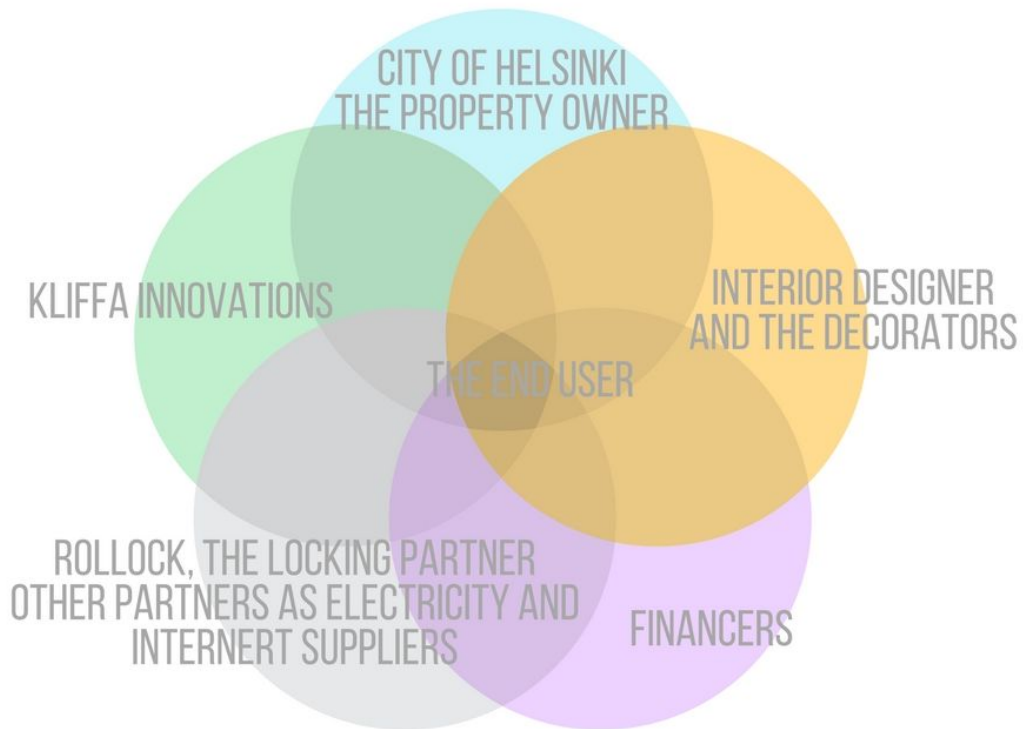


Figure 5 The Stakeholder map (Anu Sauramaa)

3.3.2 Business Model Canvas

Business Model Canvas has nine different sections, which each represent a vital part in successful business. It can be used in almost any kind of business and it brings clarity to company's core aims as it helps in identifying strengths, weaknesses and priorities. It has a similar role to SWOT-analysis. (Stickdorn & Schneider 2011, p. 212-213)

The Key partners of Kliffa Innovations are already mentioned in the Stakeholder map (Figure 6). Their key activity is to provide a platform where people can book spaces they want to use. This project focused on a co-working space. The Key resources they have is not owning the spaces they rent out and also creating the sense of belonging. The Value proposition is the location, facilities and low price as well as togetherness. The customer relationships are mainly taken care of in social media and otherwise online. The Channels are mainly the same, including the Word of Mouth. The Customer segments include the entrepreneurs who work alone and do not

even necessarily have an office facility. It includes also other people who work long distance. The business appeals to people who have a strong sense of belonging.

The cost structure in this pilot case includes the rent Kliffa Innovations pays to the Premises Center of City of Helsinki. In the future it is not the purpose that Kliffa Innovations would own or rent any of the spaces. The future cost will include mainly the locking system, wifi, the cleaning services and Interior Design, when needed.

The revenue consists of the companies letting their spaces paying for Kliffa Innovations having their premises in Kliffa.fi as well as the end users paying by use.

BUSINESS MODEL CANVAS OF A CO-WORKING SPACE

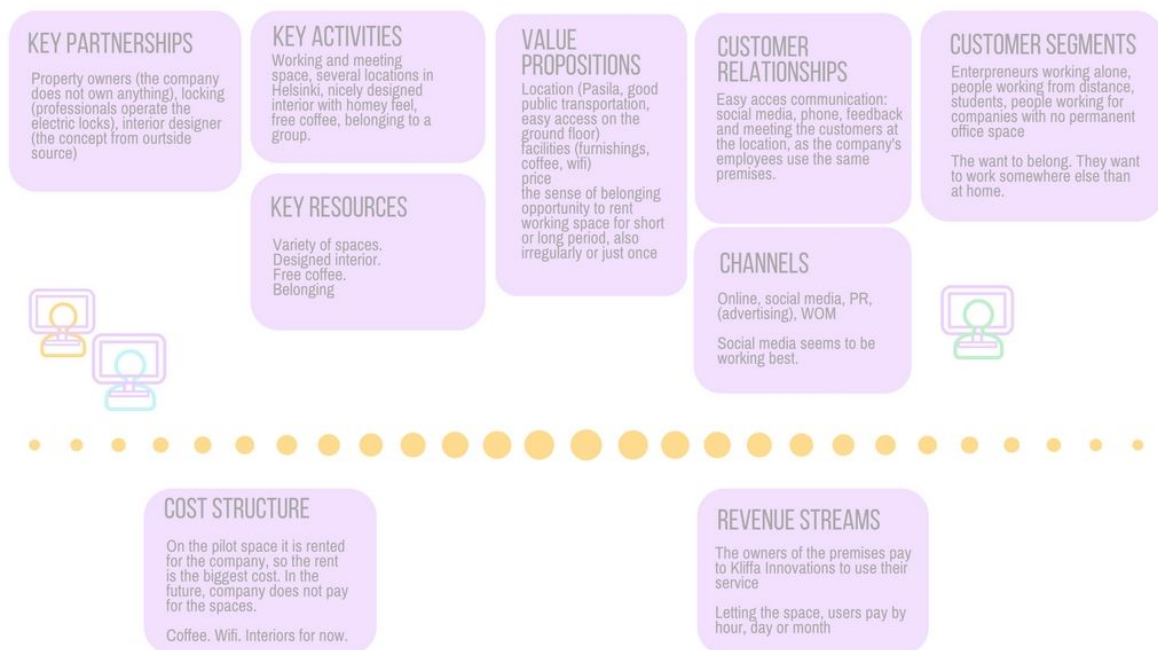


Figure 6 The Business model canvas of a co-working space (Anu Sauramaa)

3.3.3 Customer Journey Map

The Customer Journey Map is aimed to visualize the service user's experience and the touchpoints of the interaction and also the emotion in an accessible and understandable way. The touchpoints include the face-to-face contact as well as virtual interactions online or the

physical visits to a building. Identifying the touchpoints is crucial to the service and its development. The Customer Journey map provides vital information of user experience from the user's perspective. The Customer Journey Map can be used also when analyzing the competitors. (Stickdorn & Schneider 2011, p. 158-159)

CUSTOMER JOURNEY OF A CO-WORKING SPACE

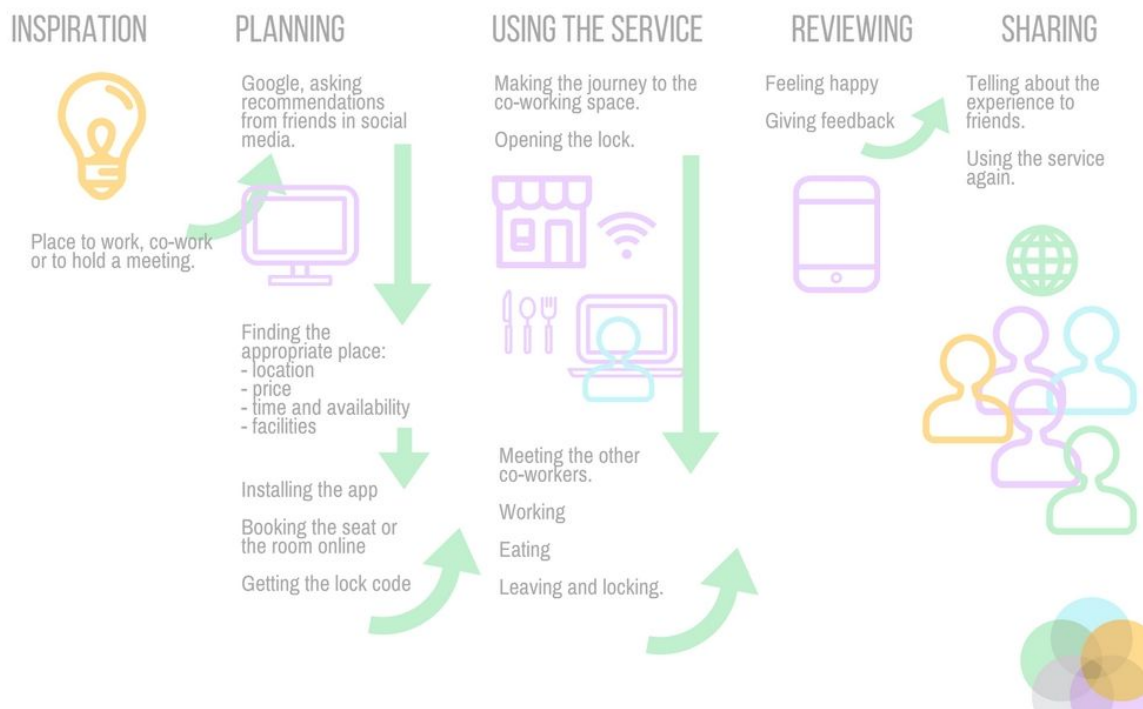


Figure 7 The Customer journey map of a co-working space (Anu Sauramaa)

The Customer journey of Kliffa.fi's customer is opened up in the Customer journey map (Figure 7). The person gets an inspiration of working outside of office or home. The person googles and asks friends for recommendations where to work. He or she finds some alternatives and compares them and chooses the appropriate, based on the location, price, time and availability as well as the facilities provided. The person chooses Kliffa.fi, books the space and gets the lock-application and the lock code.

The next phase is using the service. The person makes the journey to use the space, uses the lock code to open the door, spends the pre-booked time at the co-working space, meets the possible co-workers, works, eats and leaves and locks the door.

After the service the user feels happy, because everything has worked out fine. Gives a positive review. Tells about the place and the service to the friends and returns next time.

3.3.4 Service Blueprint

Service Blueprint is a way of specifying and detailing all the steps of the service. They are looked at from all angles, from the customer actions, front stage actions, backstage actions and support processes. It has the perspectives of the user, service provider and the other relevant parties. The Service Blueprint allows the most crucial parts of the service to be identified, but it also reveals the overlaps and duplications in the operations. It helps to coordinate the people and the resources. It helps to produce a clear roadmap of the service development. (Stickdorn & Schneider 2011, p. 204-205)

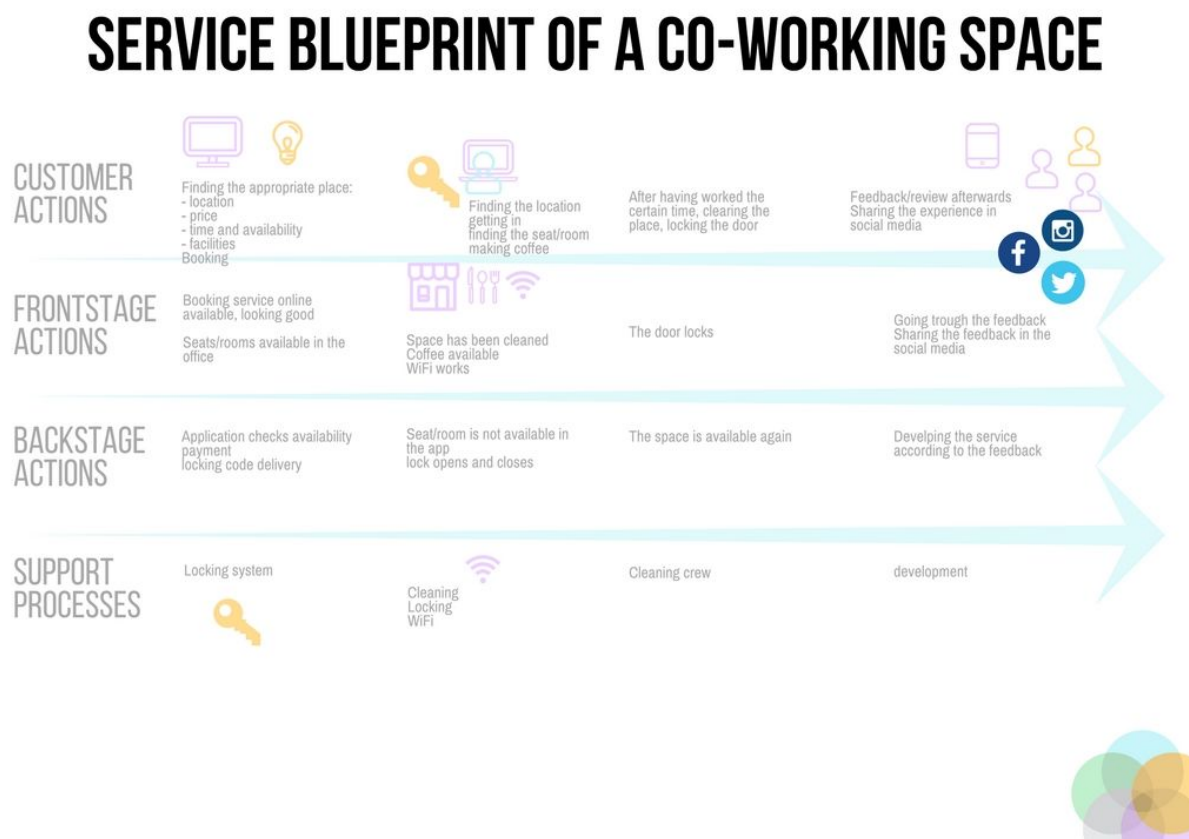


Figure 8 The Service blueprint of a co-working space (Anu Sauramaa)

The steps of the service at Kliffa.fi is opened up in a Service blueprint (Figure 8). At the first phase the user makes the booking. The online service visible to the user shows if the room is available and the booking can be made. In the background the availability of the room is

checked, a confirmation message is sent to the user and the support process creates the unlocking code and provides the lock-application as well as lock-usage information and the necessary passwords to the client simultaneously with the messaging Kliffa.fi is being sent to the user.

The second phase is using the service. The customer finds the location, opens the lock, gets in, possibly makes coffee and finds their seat. The Front stage actions are the lock opens, the space is clean, there is coffee and the wifi works enabling the user to work. In the backstage the seat is stopped from being booked by other customers, the lock is opening and closing as it should. Cleaning, locking and wifi are support processes.

In the third phase the user leaves the co-working space after working the reserved time. They clean up after themselves following the instructions given and lock the door when leaving. In the Front Stage the door locks. In the Back stage the locking system operates and in the Support process the cleaning crew arrives.

In the fourth phase the user gives a review of the co-working space, shares the experience possibly in the social media. In the Front stage Kliffa Innovations go through the feedback and operate accordingly, possibly share the review in their own social media or on their service. In the Back stage the service is developed according to feedback and also possibly the supporting services will be developed accordingly.

people. They are collaboration of the collected information and their motivations and reactions are real. (Stickdorn & Schneider 2011, p. 178)

After observing the co-working scene in Helsinki, it has started to seem very female dominated. But still there are also male users. Two personas were created according to the answers in the survey one male and one female. They represent quite typical youngish professionals in Helsinki according to this research.

Niko (Figure 10) is 35 and works for a company, where distant work is allowed and recommended. He has a wife with a small baby at home, so it is not always a peaceful environment to work. So he chooses to use different co-working spaces in biking distance from home. He likes variety of working environments as he finds the change very inspiring.

PERSONA 1 NIKO



male, 35
wife+baby
lives in Käpylä
does not own a car
green values

works in a company that allows distant work

works often from home, but there is his wife with a baby, so he needs some peace and quiet occasionally

office is quite long way away and the coffee shops are noisy, so he prefers co-working spaces

moves around by bike, in really bad weather uses public transportation

enjoys working with different people and trying new places

Pictures: Pexels.com (free stock)

Figure 10 Persona 1 Niko (Anu Sauramaa)

Noora (Figure 11) is 28 and is an entrepreneur in graphic design. She works at home, in cafés and in co-working spaces. She feels she needs a community to belong to. So it is not only work, but it is also social life she looks for in a co-working space.

PERSONA 2 NOORA



female, 28
single
lives in Kallio
does not own a car
graphic designer
own business
no workroom

*meets clients in cafés
works often at home, but has noticed, that
gets more structure to a day, by working
in a co-working space*

*enjoys meeting people and exchanging
opinions with other creative workers
needs occasionally quiet place to work
works odd hours*

Pictures: Pexels.com (free stock)

Figure 11 Persona 2 Noora (Anu Sauramaa)

3.4 Observing

Observing was mainly done in Pasila. Some time was spent shadowing people going to work and attending meetings. Conversations between people were overheard, and they talked about the need of spaces to organize birthday parties or to get peace and quiet to work. Pasila offers the Pasilan asukastalo, the communal building for people to meet and most of the houses have some kind of communal rooms, which are often not very well kept. There is not that many cafés to work in, in the area. The Pasila library is one of the places where people go to work as you can book a private room there. The information received by observing, was only fragments of knowledge, so it is not a documented part of the research, but it still has helped the project.

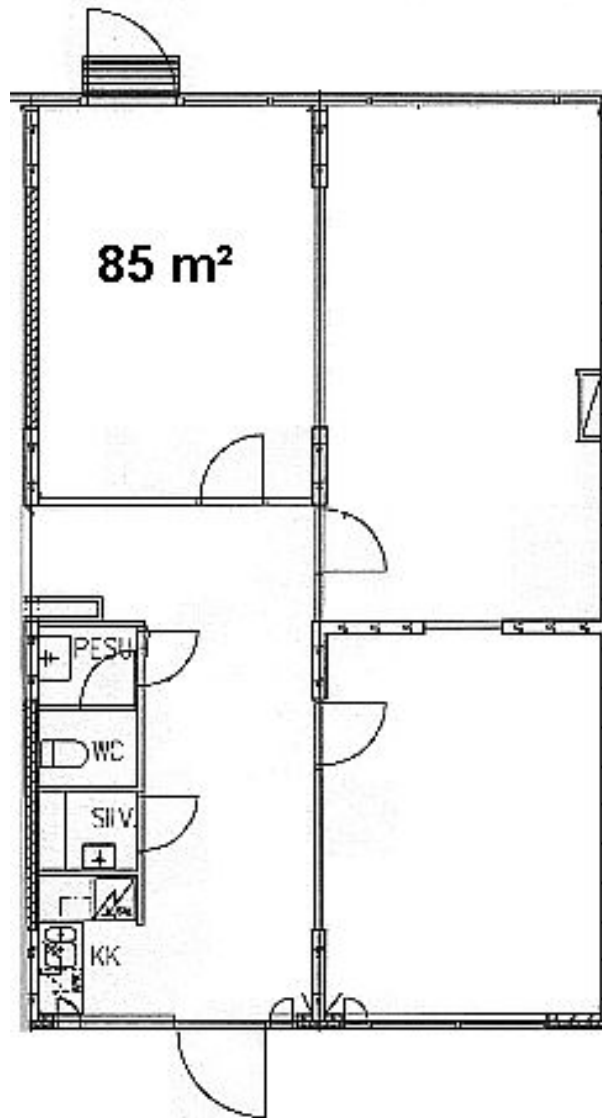
3.5 Prototyping: an Interior Design Project

As it was a fact that an office can be used only as an office, Kliffa Innovations defined the task to design and develop a co-working office with a very small budget. The budget was 2000 euros and it included the Interior Design, renovation materials and work as well as the furniture. The project became a recycling project as well. The theme was a co-working place with a hint of "mummola", which means the grandmother's house.

Kliffa Innovations had some ideas of the colours and feel they wanted. They were presented some preliminary ideas and a colour scheme before the interior design was completed. The planning took place in June.

The office was renovated and the second hand furniture was bought in July. The renovation project was a model example of unpaid, voluntary co-working, which has a Finnish name "talkoot". The owners of Kliffa Innovations, their families and friends as well as me and my family gave a big input into cleaning, painting and wallpapering. The project was completed in a couple of working days.

Kasöörinkatu 3 (Picture 7) is an office flat, which consists of three rooms, a kitchen and a toilet. It is located on the ground floor of a big apartment building. On the northern side the windows open to the walking bridge in Pasila, which are mainly located on the second floor. As the only possible function for the space was an office, the project moved on to the interior design part of the project straight away after the lease had been signed. The owners of Kliffa Innovations went through their ideas and wishes on the space and got the interior designer's suggestions. It was agreed on designing a co-working office with 8-10 seats for individual workers, a meeting room, and also a lounge to relax and have lunch or coffee. As the budget was very limited, only 2000 euros, recycling the furniture as well as wallpaper and other supplies became an important part of the project.



Picture 7 The Blueprint of Kasöörinkatu 3 (The Premises Center of Helsinki)

East-Pasila being a textbook example of brutalist architecture, it was best to work with it, not against it. Concrete and metal were almost the only visible materials seen from the windows. It was decided in unison to bring a kind of “mummola” (grandma’s place) feel to the interior. Recycling used furniture made it even more practical. A certain lightness was kept to the design choices, to make the office fresh and interesting.

The Mummola of Helsinki City Museum’s Children’s City (Picture 8) was used as an inspiration. The interior is very typical 1970’s interior, often used in the block of flats built in 1970’s. When people moved in, they were youngish parents, but often the interior has remained unchanged as the people have got older and become grandparents. So that is where the name Mummola (the grandma’s house) comes from.



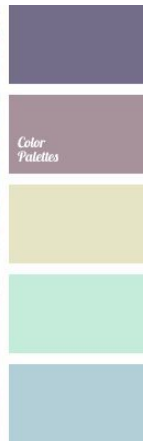
Picture 8 The Mummola in Children's city in the Museum of Helsinki (picture by Helsingin Kaupunginmuseo)

The 1970's interior design trend in Finland was filled with strong and warm colours. The Interior Design was strongly affected by the television, which was becoming more usual in people's homes and also the design style was influenced by the American homes which were seen on the TV shows. People were moving from the countryside to the cities and some of them came from poverty and they were able to use more money to their homes than ever before, so the designs were different. (Yle.fi)

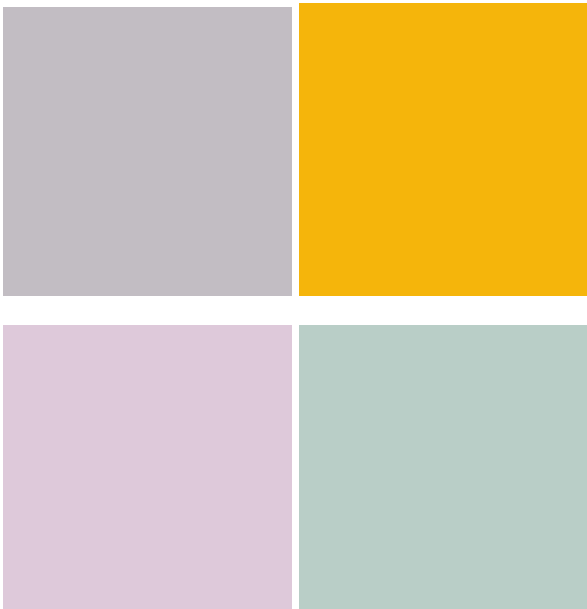
Industrialisation combined with urbanisation in the 1960's and 1970's brought the Finns from the countryside to the cities and the newly built housing projects representing the brutalist architecture. The baby-boom generation, born right after the Second World War, was the first non agricultural generation who moved to the cities to work with in industries of services. (Lähelläkaupungissa.fi)



LILAC GRAY
PANTONE 16-3905



Pictures 9-12 Original inspiration pictures for the colours (Pinterest.com)



Pictures 13-16 The chosen colour palette (NCScolour.com)

The colour combination (Pictures 9-16) got its inspiration of modern "mummola", grandma's place. It has nostalgic colours in trendy combination. The space was not going to be white, but colourful, happy and inspiring. The lightness of the colours got their inspiration from the 1950's and 1960's, even the colours themselves and the wallpaper had more 1970's influence. Originally the furniture was supposed to be more 1950's style, and quite light and simplified but the trendiness of the 1950's made the furniture very expensive, so compromising had to be done.

The space had three different floor colours, badly painted walls and lots of wiring leading nowhere. In the design it was decided to ignore the flooring as there was no budget for it. It was basically pretending the floor was not there and the design was planned to cover the floors with carpets as much as possible.

The makeover was done with free labour, by Kliffa Innovation's owners and this thesis writer's family. It took one weekend and a couple of extra hours to paint and wallpaper the whole space, three rooms, kitchen and the toilet. The furniture, paints and wallpapers, kitchenware, houseplants and other small items cost under 2000 euros. A lot of time was spent hunting the items from flea markets and private people. Some of the items needed quite thorough cleaning or some updating. After the renovation the co-working place was comfortable and nice (Pictures 17-22).

The grand opening was held in early August. Press releases were written and interior journalists were invited, but Alku, as the place was named in a naming competition, did not get the publicity originally hoped for. The opening night was a success anyway, as there was nearly 30 guests to visit the new co-working space. Also the representatives of the City of Helsinki were present to curiously discover what Kliffa Innovations had done to their office space.



Pictures 17 and 18 The meeting room, before (17) on the left and after (18) on the right. It has become the most used room in Alku. (Anu Sauramaa)



Pictures 19 and 20 The room before (19). The work room (20) has eight seats where people can work simultaneously. The furniture is mainly recycled Ikea office furniture. The design is not quite complete in the photo. (Anu Sauramaa)



Pictures 21 and 22 The lounge before on the left (21). The lounge got a lot brighter with okra coloured walls and it is the most inviting of the rooms (22). (Anu Sauramaa)

The co-working place had a grand opening with prior PR and media contacting with press releases and invitations in early August. The invitees were partly the partners and suppliers as well as local people and future co-workers. People's opinion about the co-working place was very positive and many of the guests were looking forward to using it.

3.5.1 Finances

The interior design project as well as the renovation was organised mainly by volunteers. There was a 2000 euro budget which had to cover everything.

On this pilot case Kliffa Innovations rents the premises from the City of Helsinki during the test period. The future idea is that Kliffa will not own or rent any of the premises in their service. The pilot space was agreed to be organised this way, so the City of Helsinki do not need to carry any risk.

Interior Design took about 20 hours with the meetings and background work and another ten hours looking for the materials and the furniture, mainly in the Tori.fi.

Kliffa Innovations rented a van and picked up all the furniture and the paints et cetera. They used approximately 12 hours for that.

Renovation was done in two whole days + some hours extra. There were 7 people working, but not everybody the whole time. Electricians were provided by the city of Helsinki, Kliffa did not need to pay for them.

This is an estimate that if the volunteers had been paid and if the furniture had been bought as new from the shop.

Interior Design, 30 hours, 70 eur/hour	2100 eur
Renting the van, gasoline	180 eur
2 people from Kliffa, picking up the furniture 12 hours each	1200 eur
Renovation 35 hours, 7 people, but not all the time, 34 eur/h	4165 eur
Paints and wallpapers and other materials	400 eur
Furniture, if bought new	4000 eur
All	12 145 eur

Kliffa Innovations pays the rent, electricity, wifi and buys the coffee and milk to Alku. They do the cleaning and marketing themselves.

The income Kliffa Innovations gets is the rent paid by the co-workers and in the future the companies who want to get their premises on Kliffa.fi, they pay to Kliffa Innovations. That is where the Kliffa's money mainly comes from.

4 Testing and developing

In this chapter is presented the workshop held after the Alku co-working space was already open. It tells about the methods how the information was got and there are also the conclusions of how Kliffa Innovations should develop their arsenal of co-working spaces in the future.

4.1 Workshop/co-creation

A New Work -workshop was organized on 5th September (Pictures 23 and 24) and it was held in the co-working space Alku in Pasila. The workshop was previously advertised actively, but still the group of people who showed up was quite small. The group of people was facilitated to

discuss and discover in groups, the new ways of working as well as the need of co-working spaces and how they would serve the end-customers best. They were also asked what could be Kliffa Innovation's role in all this. (Appendix 4)

The people were invited to the workshop by Kliffa Innovations, on their own social media channels as well as in Mushrooming Helsinki and some other work related Facebook-groups. All the participants had experience of co-working or at least of distant work. Some of them were working as freelancers. There were two groups of four in the workshop, as some people cancelled in the end.

The headline for the session was **New Work** and the participants were given a headline to talk about and to develop. First everybody introduced themselves and told their favourite past time. After that warming up session, they were handed post-its and pens and given the first task, which was to write as many ideas (Picture 25) as possible which were connected to new ways of working.



Pictures 23 and 24 The New work -workshop was held in Alku 5.9.2017. (Anu Sauramaa)

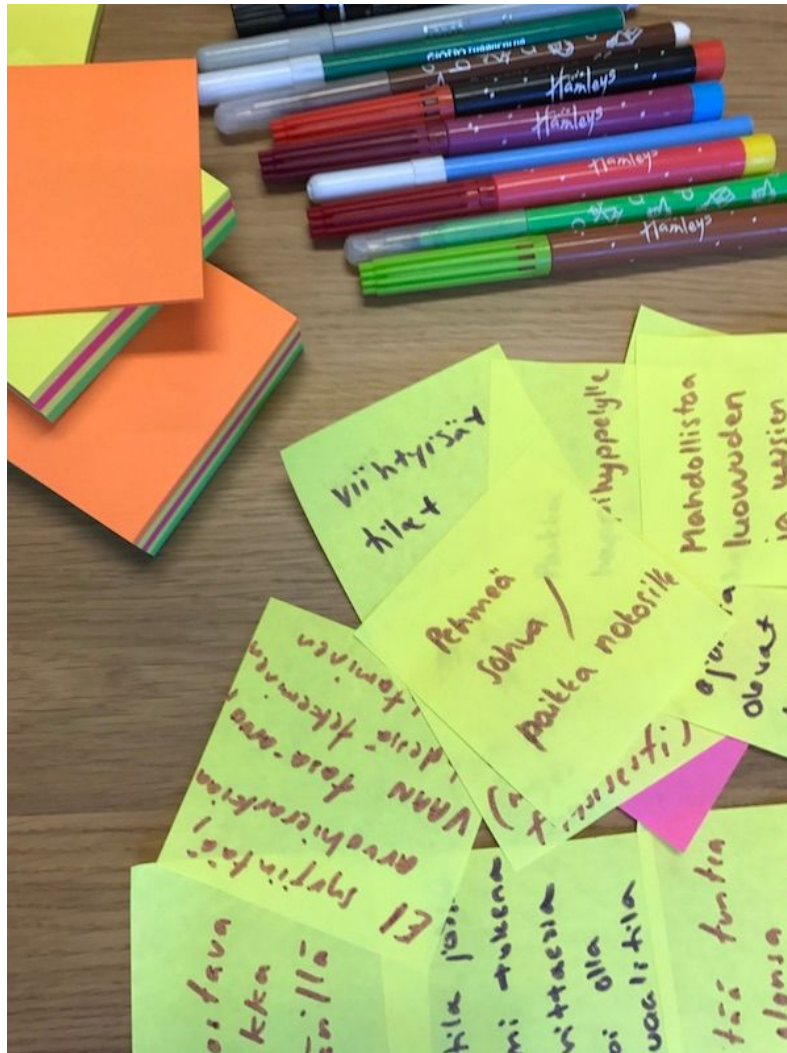
In three minutes dozens of ideas were gathered and they were put on the wall and group under subjects divided by similar answers. The participants got the idea quite quickly and facilitating was easy.

The four subjects which were chosen to work on were:

1. Meaning of the community

2. Freedom and responsibility
3. Development and learning new
4. Working environment, both physical and virtual

Each subject was individually thought for five minutes, then it was discussed in groups for another five to ten minutes and then the highlights were always collected on paper for everybody to see.



Picture 25 In the workshop the ideas were gathered on post-it notes. (Anu Sauramaa)

The meaning of the community was broken out to parts as: encouragement, help, motivation, co-workers as mirrors, no hierarchies, teamwork and developing ideas in a group. The great revelation was that the group doesn't need to be co-workers, but any group you feel you belong to.

Freedom and responsibility was mostly about trust. In many workplaces for example the distant work is forbidden because of the lack of trust. Often it is forgotten that the freedom motivates to work harder and people are able to do things they like in a way they want. It is also important to have a responsibility of a bigger picture. Effectiveness is more important than the time or the place of working.

Development and learning new should always be possible in one's work. There should always be enough challenges, to test one's stretching zone. Specialists and multi talents have different ways of developing themselves and also the input from outside has to differ. The community one belongs to affects a person's development and the whole community has to develop, too. To be able to develop and learn new, one has to have a human and inspiring leader who argues, trusts and gives space.

The work is changing, lot of jobs will vanish as the artificial intelligence and the robots will take over the human jobs. "Typical" careers, in which a person advances through the ranks of a particular field, will increasingly "cease to exist" as artificial intelligence and robots replace more human workers over the next few decades. Humans, it says, will have to become more comfortable learning new skills and making career transitions." (CNBC.com)

The group discussed a lot of physical and virtual work environments. In the future companies can operate without owning or renting their own office spaces, the work can be done anywhere. Each employee needs his or her own place, but it matters less, where it is. Communication is taken care of through virtual channels.

Loneliness and belonging rose in the discussion. People need the sense of belonging. It means acceptance as a member or part of something bigger. "A sense of belonging is a human need, just like the need for food and shelter. Feeling that you belong is most important in seeing value in life and in coping with intensely painful emotions." (Psychologytoday.com) Networks and belonging are important.

Freedom of choice where to work was very important to all groups. Some days people can choose office, other days work from home, a hub or a co-working space. The freedom of choice

emphasizes the independency. Inspiring environment and interior, the correct equipment and the close location were also important.

In the end all the notes were reread by the groups and they were asked what could be Kliffa Innovations role in all New Work. Companies like Kliffa Innovations help people to have more freedom and choice in the places where they work. The spaces have to be versatile and changeable. Companies do not need to own their offices any more. Kliffa Innovations has also a new role in building a community around the co-working space. In the future you can socialize with the people you work with, but who are not your colleagues. The workshop participants were already planning wine-tastings and other communal gatherings as part of New Work. So Kliffa Innovations is not only building new co-working spaces but also they are starting new kind of communities and ecosystems.

4.1.1 Main problems and possible solutions

Starting these co-working places is challenging. There are plenty of empty spaces, especially offices. Building a network of these empty, unused spaces, with different owners is hard at the beginning as the concept is new. The task in the thesis has been to discover how the spaces would be best used and also how they could be easily decorated for their unique purposes each in their unique environment.

Building communities and ecosystems around the service, which just rents out spaces, is new. The sense of belonging is something Kliffa Innovations has to investigate further, it became obvious during my research. Does the community grow by itself? Or does it have to be started in for a purpose, as part of clever marketing? In Helsinki there are many communities which have recently been started, operating around working and business. Most of them operate online, but they also have touchpoint or activities in real life. Could these communities be the route to attract more end users as well as property owners to use Kliffa Innovations services?

The communities which operate around different aspects of work are: **Mothers in Business** association, **Howtomo**, which is a peer-to-peer learning network for professional women,

Mushrooming Helsinki, who also offers shared working spaces, **Hoffice Helsinki**, which connect people who want to work in somebody's home and there are surely others.

4.2 Summary of the research findings, survey and workshop

The survey provided information about how people would use these spaces provided. The needs were wide and the participants of the survey were quite enthusiastic of having a possibility to rent space by hour or day instead of having long term leases. The need was there.

In the workshop the findings were confirmed that the ways of working are changing and having a job does not necessarily mean having an office somewhere. Virtual working environments are increasing. The sense of belonging, people wanting to belong to a community of some kind did surprise a little, even it is a psychologically one of the basic human needs. "Some find belonging in a church, some with friends, some with family, and some on Twitter or other social media. Some see themselves as connected only to one or two persons. Others believe and feel a connection to all people the world over, to humanity. Some struggle to find a sense of belonging and their loneliness is physically painful for them." (Psychologytoday.com)

On the light of these findings the project has not been only about Service Design, Placemaking or Interior Design, but also Psychology. In designing a space the personas and their needs have to be taken into account and the space has to be more than attractive or functional, but it has to also provide the sense of belonging.

4.2.1 Evaluation

The interior design and the co-working concept in Pasila's Alku (the name of this co-working place) is basically the minimum viable product. It has to be tested and developed, so it can be analyzed if it has replicability, scalability and monetising possibilities. The Interior Design met the demands Kliffa Innovations had set for it. The budget was kept, the process was fast. There was an intention to borrow some of the furniture from shops like Ikea, but after first giving some hope, they bluntly refused. So everything was bought.

Kliffa Innovations was satisfied that the project was completed fast, after signing the release, their wishes were listened to, also the hopes and the dreams of the end users were taken into account. Alku has been attracting users slowly, but the amount of use is increasing.

4.2.2 Implementation

Kliffa Alku's life will continue until the end of 2017 and then it will be time to evaluate. A product of this thesis work will be a suggestion, how this effort can be duplicated in the simplest possible way. But there is also the possibility, that Alku does not fly and it is the last space operated with The Premises Center, or the concept needs a revolution instead of evolution.

5 Design Concept

The design concept includes an inspirational idea and the design around it. This concept has also elements of recycling and a very small budget. The key elements are: understanding the architecture and the atmosphere of the area, of the client's needs, the end customer's needs as well as the limited budget and timetable. Each space has to get its own unique appearance, which takes the functionality and the user's needs into account. The designed spaces attract more users and also increase revisiting. Well designed space is inviting, comfortable and inspirational.

5.1 Target group

The target group is people, who work long distance, who do not own an office, who want to belong to a group and who want to have colleagues, even if not working towards the same aim, but to share the laughter and to have human contact.

5.2 Design Alternatives

There was wider spectrum of design alternatives before the City of Helsinki informed that an office can only be used as an office. So in the end we were only designing an office. There were basically two design alternatives: keeping the flat white and renting the basic office furniture, or

developing an inspiring and unique working environment and completing the interior design with the given budget. The latter was chosen.

5.3 Duplicability and scalability

It depends on the view of the concept, if this concept can be seen as a format usable in different situations, for different spaces. Interior Design is always based on the need and the function. It has to serve the interests and needs of the client. Interior Design has to also fit to a certain space, to its' architecture, atmosphere and environment.

In this concept the key elements are: understanding the architecture and the atmosphere of the area, the client's needs, the end customer's needs as well as the limited budget and timetable. Each space has to have its own unique appearance, which takes the functionality and the user's needs into account. The well designed spaces are bound to attract more users than undesigned and also the comfortable environment increases willingness of revisiting. Exactly the same interior design cannot be used in some other place. Each place has to get a personal and distinctive style. The way of working and getting a space designed and styled in a small amount of time can be made into a concept.

This concept can be recreated in each new space added to the list of rentable spaces in Kliffa.fi. The concept in this case does not mean the Interior Design duplicated 1:1, but the idea of changing the appearance of each space quickly and cost effectively, to serve the end clients need and to add attractiveness to the space. In each city Kliffa Innovations can have suppliers: Interior Designers and Decorators, who quickly can turn any space into more usable, functional and attractive.

6 Discussion

The research problem was: Are rentable communal spaces needed? If they are needed, what they would be used for and how they should look? How can Kliffa Innovations utilize the knowledge acquired during this pilot case and how the concept can be duplicated?

After completing the project, the conclusions are: there is definitely a need for rentable communal spaces. The needs vary and a co-working space is not the only kind of place needed. People want to find new kinds of spaces where they can gather around a shared interest, work or hobby. The shops and cafés are not necessarily permanently located nowadays, show rooms and pop-up shops are needed.

Rentable communal places are expected to be nicely decorated, airy, light and multifunctional to be able to serve as many kinds of users as possible. The appearance has to be designed to each place separately to respect the original character of each space and of course to take the user's needs into account. Involving the users in planning is vital and the Service Design and Placemaking theory create a very good formula, how to take people's needs and opinions into account.

The City of Helsinki should really consider monetizing their empty offices. The challenge is to get at least some of the spaces into some other, wider use than just office. The end users are looking for multifunctional spaces. People look for party venues for family gatherings as well as hobby locals, for yoga or photography. It would be easiest for the end user if the same space could be easily altered for all different purposes. This needs a change in city planning regulation.

Kliffa Innovations have also other partners than the City of Helsinki. Some of the locations which are rented out through their service are already decorated and usable as they are. But there are also similar partners to the City of Helsinki, whose locations need at least the furniture and possibly also brushing up the Interior Design. Kliffa Innovations has now the understanding how it can be done, quickly from an idea and design into a functioning and living room.

The budget in this project was minimal in 2000 euros, so it demanded a lot of free labour as well as recycling. In other projects Kliffa Innovation or their partners have to be prepared to invest at least 10 000 - 15 000 euros in changing the appearance of a space, or even more if the look has to be brushed up.

7 Conclusion

This project was conducted by using Service Design methods. It was a combination of Space Planning and Interior Design and it also utilized the Placemaking theory. The surprising part of the results was the sense of belonging, which gave a psychological aspect to the project. Working and work environments are not only the physical places, but they are a lot more, working is also about people, feelings and relationships. Working from home can be lonely.

Even the togetherness and the sense of belonging became very important parts in this project, also the inspiring Interior Design is important. People need to feel comfortable and happy to be able to do their best while working. While not working the meaning of the community around becomes important.

Kliffa Innovations got three different aspects out of this Service design project: The concept how to transform an office premises into a comfortable co-working space cheaply and quickly. Secondly, they learned that people would like besides the work and hobby premises, also birthday venues and pop-up shops and showrooms for temporary use. The third and possibly the most important finding was that renting spaces should probably benefit of building a community around it as the sense of belonging is such a vital need for people. This project does not give answers how the community should be built, but strongly recommends to benefit somebody's existing community or to think how they could build their own around Kliffa.fi.

This project was interesting and not too large. It utilized my Interior Design skills, my Graphic Design skills and allowed me to deepen my Service Design skills and the knowledge. I found the human approach, empathy and the Psychological aspects very intriguing. Kliffa Innovations was supportive, kind and helpful all along the process. I was made to feel like I was part of Kliffa-family, so I personally also experienced the belonging.

About the author

Anu Sauramaa is a Service Design student from Siuntio. She has previously been studying Fashion Design, Interior Design and Marketing. She has worked as a Marketing Manager and is now developing her skills as a Service Designer specializing on spaces and interiors, also customer and user experience.

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Pictures and videos

Picture 1 Kasöörinkatu 3 (Tilakeskus/Oikotie.fi)

Picture 2 Pasila was built in the 1970's (Touko Yrttimaa, his permission 10/2017)

Picture 3 Brutalist architecture in Pasila 1970's (Touko Yrttimaa, his permission 10/2017)

Picture 4 Rauhanasema (Anu Sauramaa)

Picture 5 Pasilan asukastalo (Kalliola.fi)

Picture 6 A sample of the survey in social media (Anu Sauramaa)

Picture 7 The Blueprint of Kasöörinkatu 3 (The Premises Center of Helsinki)

Picture 8 The Mummola in Children's city in the Museum of Helsinki (picture by Helsingin Kaupunginmuseo)

Pictures 9-12 Original inspiration pictures for the colours (Pinterest.com)

Pictures 13-16 The chosen colour palette (NCScolour.com)

Pictures 17 and 18 The meeting room, before (17) on the left and after (18) on the right. It has become the most used room in Alku. (Anu Sauramaa)

Pictures 19 and 20 The room before (19). The work room (20) has eight seats where people can work simultaneously. The furniture is mainly recycled Ikea office furniture. The design is not quite complete in the photo. (Anu Sauramaa)

Pictures 21 and 22 The lounge before on the left (21). The lounge got a lot brighter with okra coloured walls and it is the most inviting of the rooms (22). (Anu Sauramaa)

Pictures 23 and 24 The New work -workshop was held in Alku 5.9.2017. (Anu Sauramaa)

Picture 25 In the workshop the ideas were gathered on post-it notes. (Anu Sauramaa)

This is Service Design Thinking - Book Trailer (video)
<https://vimeo.com/20527888> (accessed 17.10.2017)

Figures

Figure 1, The frame of reference (Anu Sauramaa)

Figure 2, Process chart (Anu Sauramaa)

Figure 3 The Squiggle by Damien Newman (Institute of Design at Stanford)

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Figure 5 The Stakeholder map (Anu Sauramaa)

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Figure 7 The Customer journey map of a co-working space (Anu Sauramaa)

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Figure 9 The Moodboard for a co-working space (Anu Sauramaa)

Figure 10 Persona 1 Niko (Anu Sauramaa)

Figure 11 Persona 2 Noora (Anu Sauramaa)

Appendices

Appendix 1: The survey (In Finnish)

Anu Sauramaa jakoi linkin.
Eilen kello 8.10 · 🌐

Teen opinnäytetyötä yhteistyössä Kliffa Innovationsin ja Helsingin kaupungin Tilakeskuksen kanssa.

Helsingissä on paljon tyhjiä toimistotiloja. Osa niistä sijaitsee hyvillä paikoilla liikenteen solmukohdissa. Haluamme löytää uusia näkökulmia siihen, mihin tyhjiä toimistotiloja voi käyttää. Vastaa kymmeneen kysymykseen, siinä menee vain hetki. Viimeisessä kysymyksessä voit ilmoittautua työpajaan.

Kiitos vastauksistasi! 🙏

Kysely toimistotilojen lyhytkestoisesta vuokraamisesta uudenlaisiin käyttötarkoituksiin...
fi.surveymonkey.com

👍 Tykkää 💬 Kommentoi ➦ Jaa

fi.surveymonkey.com Jaa

Kysely toimistotilojen lyhytkestoisesta vuokraamisesta uudenlaisiin käyttötarkoituksiin

Kysely toimistotilojen lyhytkestoisesta vuokraamisesta uudenlaisiin käyttötarkoituksiin

Teen opinnäytetyötä yhteistyössä **Kliffa Innovationsin ja Helsingin kaupungin Tilakeskuksen** kanssa. Helsingissä on paljon tyhjiä toimistotiloja. Osa niistä sijaitsee hyvillä paikoilla liikenteen solmukohdissa. Haluamme löytää uusia näkökulmia siihen, mihin tyhjiä toimistotiloja voi käyttää.

1. Osaisitko kuvitella vuokraavasi tyhjää liikehuoneistoa satunnaisesti omaan käyttöösi tai yrityksesi käyttöön?

Kyllä

Ei

Kysely toimistotilojen lyhytkestoisesta vuokraamisesta Helsingin asukkaille

Teen opinnäytetyötä yhteistyössä Kliffa Innovationsin ja Helsingin kaupungin Tilakeskuksen kanssa. Helsingissä on paljon tyhjiä toimistotiloja. Osa niistä sijaitsee hyvillä paikoilla liikenteen solmukohdissa. Haluamme löytää uusia näkökulmia siihen, mihin tyhjiä toimistotiloja voi käyttää.

Osaisitko kuvitella vuokraavasi tyhjää toimistotilaa satunnaisesti omaan käyttöösi

Kyllä

Ei

En tiedä

Minkälaiseen käyttöön sinä voisit kuvitella tarvitsevasi tilaa joko itsellesi, yrityksellesi tai harrastuksellesi?

Avoin kenttä

Kuinka usein kuvittelisit vuokraavasi tilaa?

Lähes viikoittain

Muutaman kerran kuukaudessa

Muutaman kerran vuodessa

Ei koskaan

Paljonko olisit valmis maksamaan kahden tunnin käyttöoikeudesta? (Vastaa numeroin)

Avoin kenttä

Paljonko olisit valmis maksamaan kokonaisesta työpäivästä (8 h)? (Vastaa numeroin)

Avoin kenttä

Kuinka pitkälle vuokra-ajalle kerralla sinulla olisi käyttöä? (Vastaa tunteina)

Avoin kenttä

Olisitko valmis käyttämään tilaa, joka koostuu useammasta huoneesta, useamman käyttäjän kanssa yhtäaikaisesti?

Kyllä

Ei

Mainitse kolme tärkeintä asiaa, joita vuokrattavassa tilassa pitäisi olla perusvarusteluna? (Tiloissa on minikeittiö ja WC oletusarvoisesti.)

Anna avointa palautetta aiheeseen liittyen

Avoin kenttä

Vastaa vielä muutamaan taustakysymykseen

ikä

17 tai nuorempi

18-20

21-29

30-39

40-49

50-59

60-64

65+

Postinumero

Ammatti

opiskelija

työtön

freelancer

yrittäjä

palkansaaja

muu, mikä

Appendix 2: Results on the survey (In Finnish)

Kysely toimistotilojen lyhytkestoisesta vuokraamisesta uudentiloihin käyttötarkoituksiin 9.5.-5.6.2017

Kysely tehtiin Survey Monkeyn alustalla. Se jaettiin Digitalist Networkissa, MushroomingHelsingissä, Naisyrittäjissä sekä Kliffalnnovationsissa FB:ssä. Lisäksi LinkedInissä omassa profiilissani ja Ompeluseura-ryhmässä. Vastauksia on 29 kpl.

1. Osaaitko kuvitella vuokraavasi tyhjää toimistohuoneistoa satunnaisesti omaan käyttöösi tai yrityksesi käyttöön?

vastaus	määrä	%
kyllä	27	93,10
ei	1	3,45
en osaa sanoa	1	3,45
	29	

2. Minkälaiseen käyttöön sinä voisit kuvitella tarvitsevasi tilaa joko itsellesi, yrityksellesi tai harrastuksellesi?

kokoustilaksi, tapaamisiin, neukkari, palaveri 9
 työttilä (hijainen, henkilökohtainen, rouhea) 7
 tapahtumien järjestäminen 3
 valokuvausstudio 3
 koulutus 2
 pop-up myynti 2
 vapaa-ajantila, harrastukset, tekeminen 2
 yhdistyksen toimisto, toimintakeskus 2
 yhteisöllinen työskentely, monitoimitila joka mahdollistaa verkottumisen 2
 10-12 hien liikuntatila
 illanviettoon
 jos tällaista muokkautuvaa ja lyhytkestoisesti vuokrattavaa tilaa olisi 24/7 useita eri puolilla kaupunkia, voisi harkita oman yrityksen toimipisteen toteuttamista
 kantakaupungissa pitkäkestoisesti
 koiraharrastus
 lepotila/nukkumetila, kapselit
 mahdollisuus työskennellä Helsingissä, jos oma työttilä muualla
 ompelupaja
 projekti
 seminaari
 show-room (2 x/v 2-4 vkoa kerralla)
 teatteriharjoitustilaa amatööriteattereille
 tuote-esittely
 tutkimus
 työttilä hierojalle
 koiraharrastus

3. Kuinka usein kuvittelisit vuokraavasi tilaa?

Lähes viikoittain tai viikoittain	21,43%	6
Muutamman kerran kuukaudessa	32,14%	9
Muutamman kerran vuodessa	46,43%	13
Ei koskaan	0,00%	0
Yhteensä		26

4. Paljonko olisit valmis maksamaan ja montako tuntia käyttäisit tilaa kerralla?

Kahdesta tunnista vastanneet olisivat valmiita maksamaan keskimäärin 40 euroa (hajonta 10-100 eur, enin osa 30-60 eur)
 Kokonaisuista 8h päivästä keskimäärin 93 euroa (hajonta 20-300 eur, enin osa 100 eur paikkeilla)
 yhdellä käyttökerralla käyttötarkoitukseksi olisi 1-10 tunnille yhtäjaksoisesti, vastauksessa oli yksi virhe, joka sakoitti keskiarvon, eniten mainintoja saivat 2-4 h

5. Olisiko valmis käyttämään tilaa, joka koostuu useammasta huoneesta, useamman käyttäjän kanssa yhtäaikaisesti?

kyllä	82%
ei	18%

6. Mainitsee kolme tärkeintä asiaa, joita vuokrattavassa tilassa pitäisi olla perusevarusteluna? (Tilaisissa on minikeittiö ja WC.)

Pöytiä, tuoleja ja WC paperia.
 Videotykki tai vastaava, josta saa tietokoneen näkymään isommalle seurueelle
 Riippuu käyttötarkoituksesta. Mutta yleensä ainakin tietoliikenneyhteys. Mukava tuoli/pöytä. Jos yhteistila jokin melua vaimentava ratkaisu.

Pieni työpöytä ja pyörillä liikkuva kaasujousjakkara, toinen tuoli
 työpöytä, videotykki, sohva, astiloita
 Luonnonvaloa, sähköä ja jonkinlainen visuaalinen yhteys katutasoon (esim mainostilaa näyteikkunassa, ulkomainospaikka tms tapahtumaviestintää varten)
 Videotykki, mac-toimivuus, viihtyisyys
 Kahvinkeitin, wc, mahdollisesti suihku ja jääkaappi
 Ompelukoneita ja saunureita
 Nopea wifi, hyvä valaistus, näyttö (ryhmytystä varten) ja järkävä tuoli+pöytä. Äänieristetty puhelinoppi jos tila on jaettu. Riippuu tietty jos on työpiste tai muu tarkoitus mihin on tarve.
 Nettiyhteys, työpöytä tuoleineentuleineen
 Videoprojektori, hyvä keittiövarustus (=voi laittaa ruokaa) ja keskeinen sijainti
 Korkeus ja tiloihin helppo kulku
 Vesipiste, luonnon valoa.
 keittiö, wc ja jonkinlainen pöytä, jossa voi työskennellä ja jonka ääreen voi kutsua asiakkaita
 1. Hierontapöytä ja hoitotuoli/jakkara 2. Pari tuolia & pöytä 3. Peli
 Fläppi, videotykki, riittävä suuri pöytä
 Dmät sosiaalililat, pitkäaikainen tarve. Ei lyhytaikaisia tarvetta juurikaan.
 Riittävä valaistus
 Netti pöydät ja tuolit, keittiö ja wc
 Ikkuna, ilmanvaihto, lattiakaivo
 Wifi WC Minikeittiö
 korkea huonekorkeus
 Ikkuna, huonekorkeus
 Sähkö, korkeutta vähintään 3m, pituutta vähintään 8 metriä.
 Näyteikkuna ja oma sisäänkäynti
 Pöytä, tuolit, kahvinkeitin
 Jäähdytetty ilmastointi ja muutenkin hyvä ilmanvaihto, valoa ja korkeutta

7. Anna evointa palautetta, mitä tulee mieleen tällaisesta tilavuokruksesta?

Olisi kiva jos paikkaa pääsisi katsomaan etukäteen tai siitä olisi hyvät kuvat valmiina.
 Valmius maksaa toimiston vuokraa vaihtelee käyttötarkoituksen mukaan. Muutaman ihmisen tapaamisesta ei ole mielekäs maksaa suurta summaa, mutta esimerkiksi isomman porukan kokouksista joihin voi olla vaikeaa löytää tilaa voisi helposti maksaa enemmänkin.
 Suositeltavaa. Alalla on jo yrityksiä, olisi hyvä tuottaa toisistaan hieman erilaisia palveluita.
 Vuokraisin pidemmäksi aikaa yhtäjaksaisesti edullista toimistotilaa sekä toimisto- että harjoitustilaksi.
 Huoneissa pitää olla suljettavat ja lukittavat ovet.
 Kiinnostavaa, toivottavasti ottaa tuulta purjeisiin
 Liian vähän msksuuttomia
 Kaikki tila on hyvä hyödyntää Toimistotilaja voisi myös käyttää koulutuksiin iltaisin tai viikonloppuna
 Tarvetta on, esim etätyöpäivänä, tai jos tekee projektiluontoista työtä ja omaan toimistoon ei mahdu koko porukka. Tai toimistonmuuttohässäkän keskellä.
 Sijainn lisäksi on olennaista, että lähistöllä olisi kahviloita/revintoloita, myös vuokrattavissa/varattavissa oleville neuvottelutiloille olisi käyttöä
 Vastaukseni kysymykseen 4, kun siihen on kirjoitettu kirjaimia: Kahdesta tunnista maksaisin : Riippuen tilan koosta 0,5-3 €/m2/h
 Kahdeksasta tunnista eli kokonaisuudesta työpäivästä maksaisin: Riippuen tilan koosta 0,2-2 €/m2/h Kerralla tarvitsisin x tuntiä: 2-100 h
 Haluaisin vuokrata tilaa jatkuvalla kuukausivuokralle en niinkään tuntiperusteisesti.
 Tällaisen tilan tulisi olla perussiiisti ja mielellään helposti muunneltava ussen yrityksen käyttöön.
 Hyvä idea!
 Sopinee läppäryöhön?
 Sijainti ratkaisee paljon. Ja siisteys.
 Itse haluaisin jatkuvasti käytännössäni olevaa tilaa
 Ihan jees, jos sen saisi kohtuulliseen hintaan, esim. päiväksi aleksilla. Toki riippuu tilan koosta, esim. jos isompi avoin tila, niin voisihan siinä olla jokin vki designtori.
 Uusi hyvä systeemi

8. Ikäsi

17 tai nuorempi	0,00%	0
18-20	0,00%	0
21-29	17,24%	5
30-39	37,93%	11
40-49	17,24%	5
50-59	20,89%	6
60-64	3,45%	1
65+	3,45%	1
Yhteensä		29

9. Ammattisi

oppikoulaja	10,34%	3
työtön	0,00%	0

palkansaaja	17,24%	5
yrittäjä	41,38%	12
freelancer	17,24%	5
Muu, mikä?	13,79%	4
Yhteensä		29

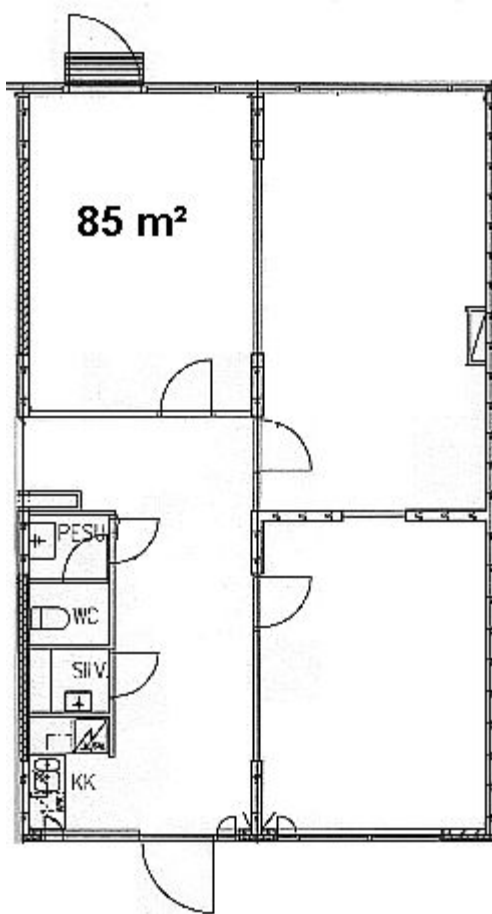
10. Olen käytävissä workshopissa

Appendix 3: The Interior Design plan (In Finnish)

Sisustussuunnitelma Kasöörinkatu, Pasila Kliffa Innovations

Opinnäytetyö, Anu Sauramaa 12.6.2017

Tila sijaitsee Helsingissä Itä-Pasilassa. Rakennus on rakennettu 1980-luvulla ja tyyli on betonibrutalismi. Tilassa dominoiva väri on yönsininen, jolla ikkunanpuitteet on maalattu. Tila koostuu kolmesta huoneesta, keittiöstä ja WC-tilasta. Lähes joka tilassa on erilainen lattiamateriaali.



Pohjapiirros. Kuvasta poiketen ulko-ovea ei ole huoneesta kävelysillalle. Ja lisäksi kuvasta puuttuvat pihan puolen huoneen liukuovet.

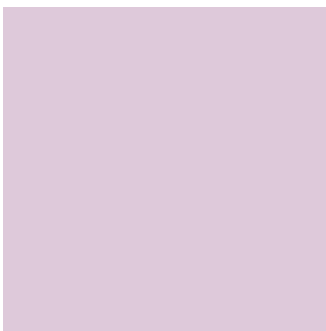
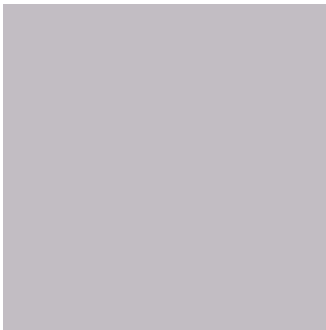
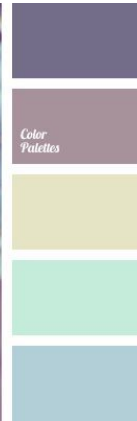
Vasemman yläkulman huone on A, oikean yläkulman huone on B ja oikean alakulman huone on C.

Avajaisten ajaksi + 1 kk lainaan Naavan viherseinä 350 eur (sis. tuominen, asennus, huolto, purku)

VÄRIMAAILMA ideakuvat



LILAC GRAY
PANTONE 16-3905



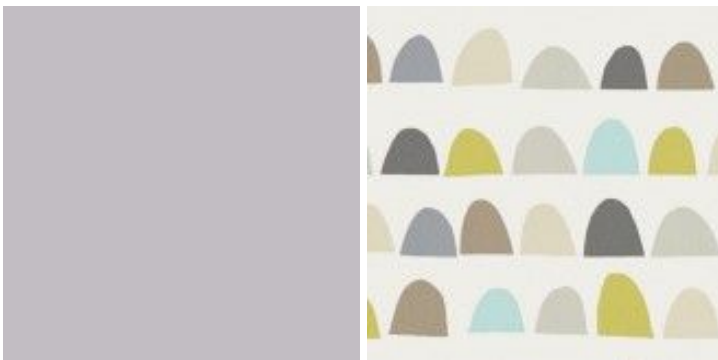
NEUKKARI

Huone A nyt



Maali ja tapetti

Yksi seinä tapetoidaan, kolme maalataan (tarkistettava käykö tämä harmaa videotykin kuvan taustaksi, todennäköisesti käy). Tapetoitava seinä on sisääntulossa oikealla.





Tuoleja 8-10 kpl ja pöytiä kaksi vierekkäin (voi olla, että yksikin riittää)
Fläppitaulujen sijaan kaksi Granitin paperirullatelinettä, sekä tussit (49,90 eur/kpl)
Riisipaperivalaisimia rivi

TYÖHUONE

Huone B



Lattia: Harmaa linoleum, ei lähikuvaa



Seinämaalin väri



LOUNGE

Huone C nyt



Huoneen yleisilme ja lattian väri

Huoneesta tulee oleskelutila sohvineen
Viherseinä mahdollisesti tänne liukuovien eteen

Seinien värit



Kaksi seinää okraa, yksi seinä vaalean violettiä tapettia 5 eur/roll, noin 3 roll (neljäs seinä on valkoinen liukuovi)

Kalustus huone C



Kaksi sohvaa, nojatuoli ja pöytä 110 eur, 2 mattoa Ikea



Kasa tyynejä noin 30 euroa ilman sisätyynyjä.

Keittiö/Eteinen



Naulakko, Lukittava lokerikkokaappi, Käytävämatto, Katsotaan tehdäänkö jonnekin yksi liitutauluseinä

WC



1 rll tapettia 8 eur ja jäät okra maalista
Muutama taulu seinälle, tarkistetaan valaistus

Maalibudjetti

Maalia tarvitaan 1 9 litran pönnä per väri (jos lasketaan oikein tarkasti, voidaan selvitä vähemmälläkin) eli maaliin menee karkeasti arvioiden noin 400 eur.

Tapettibudjetti

noin 150 eur (kotimaiset noin 30 eur postikuluineen, englantilainen noin 120 eur)

Kalustebudjetti

tori.fi noin 150 eur

Granit 100 eur

Tyynyt + sisukset noin 80 eur

Naavan viherseinä

350 eur/1 kk

Appendix 4: Workshop/co-creation

UUSI TYÖ -

TYÖPAJA

1. Yhteisön merkitys

2. Vapaus ja vastuu

3. Kehittyminen, uuden oppiminen

4. Työympäristö
fyysinen vs. virtuaalinen

YHTEISÖN MERKITYS

- kannustaminen, apu, motivaatio
- työkaverit peilinä - ideat - osaaminen
- hierarkiattomuus, tiimityö
- yhdessä/ryhmässä ideat kehittyvät

EI OLE PAKKO OLLA TYÖYHTEISÖ
RYHMÄSSÄ ON VOIMAA

RYHMÄSSÄ ON VOIMAA

VAPAAUS JA VASTUU

- vastuu kokonaisuuksista
- LUOTTAMUS
- vapaus motivoi
- mahdollisuus tehdä itseä motivoivia asioita, omalla tavalla
- tehokkuus, työaika tai -ajankohda on merkityksetön

kehittyminen, uuden

KEHITYMINEN + UUDEN OPPIMINEN

- pitkisi mahdollista omassa työssä
- haasteet (stretching zone)
- moniosaajan kehittyminen
vs spesialistin kehittyminen
- yhteisön merkitys kehitymisessä
~~koko yhteisön kehittyminen~~

→ MOTIVOINTI

IHMISLÄHTEINEN JOHTAMINEN, KANNUSTUS,
SPARRAUS, LUOTTAMUS, TILAN KUTAMINEN

TYÖYMPÄRISTÖ FYSINEN vs. VIRTUAALI
NE

HMISLÄHTEINEN JOHTAMINEN, KANNUSTUS,
SPARRAUS, LUOTTAMUS, TILAN KUTAMINEN

TYÖYMPÄRISTÖ FYSINEN vs. VIRTUAALI

- tarvitseeko yritys enää ^{omia} fyysisiä toimintiloja?
- "oma pukka"
- virtuaaliset keskustelukanavat
- yksinäisyys, yhteisöön kuuluminen
→ muut verkostot kuin työ
- valinnan vapaus — monimuototyö
HUB, koti
- lähemmän sijainti (ei työmatkoja)
- fyysinen inspiroiva työympäristö
- hyvät inspiraatiotyövälineet

TRUOT
ILMASTIIN
ERÄSÄÄNÄ
NETT
RUOKA

YHTEISÖN MERKITYS

- kannustaminen, apu, motivaatio
- työkaverit peilinä — ident — osaaminen
- hierarkiattomuus — tunteet
- yhdessä/ryhmässä ident kehittävät

EI OLE PAKKO OLLA TYÖYHTEISÖ
RYHMÄSSÄ ON VOIMAA

KLIFFAN ROOLI

- Valinnanvapaus työn sijainnista
- tilojen monikäyttöisyys ja muunneltavuus
- yritykselle ei enää omia tiloja
- yhteisöllisyys
 - kantisten viini-illat
- läheinen sijainti tärkeää

