The Impacts of the New Work Environment at Erste Group Bank AG Headquarters - Erste Campus

Master Thesis zur Erlangung des akademischen Grades
„Master of Business Administration"

eingereicht bei

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Wien, 12. 04. 2018

Affidavit

I, **MAG.(FH) ING. MARTIN RUPPE**, hereby declare

1. that I am the sole author of the present Master's Thesis, "THE IMPACTS OF THE NEW WORK ENVIRONMENT AT ERSTE GROUP BANK AG HEADQUATERS - ERSTE CAMPUS", 78 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and

2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

Vienna, 10.04.2018

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Signature

Acknowledgements

As I embarked on the writing about workplace management, almost two years ago, I became increasingly amazed by how broad this topic was, how many pertinent papers had been written about it, but most of all, by the significant impact this subject would have on me.

Now is the time to express my thanks to all that made this memoir possible:

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Specials thanks go to Pat Turnbull for infecting me with the "virus" of the workplace management.

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My gratitude also goes to my MBA colleagues for the fantastic and exhilarating time together at the Vienna University of Technology.

I would also like to thank my working colleagues at Erste Bank who made the Erste Bank Campus such a success, and particularly my Manager, Christian Eckhardt who supported and granted me the necessary flexibility for my work.

Finally, I must express my gratitude to my family and friends for their unconditional encouragement and patience with me as I neglected them and kept "disappearing" during my MBA program.

A big thank you, to all of you!

Martin Ruppe

Abbreviations

Abbreviation	Meaning
#	Number
AI	Artificial Intelligence
AG	Aktiengesellschaft – public limited company
BRICS	Brazil, Russia, India, China, South Africa
CAD	Computer-Aided Design
CAFM	Computer-Aided Facility Management
CEE	Central and Eastern Europe
CEO	Chief Executive Officer
CPU	Central Processing Units
CSR	Corporate Social Responsibility
CWO	Chief Workplace Officer
CXO	Chief Experience Officer
EBR	EB-Restaurantsbetriebe Ges.m.b.H.
e.g.	For example
Etc.	Etcetera
F&B	Food and Beverage
FLiP	Financial Life Park
FM	Facility Management
FTE	Full-time employees
Ges.m.b.H.	Gesellschaft mit beschränkter Haftung – private limited company
GmbH	Gesellschaft mit beschränkter Haftung – private limited company
GWh	Gigawatt hours
HB	Homebase
HQs	Headquarters
HR	Human Resources
IBM	International Business Machines
IFMA	International Facility Management Association
ILO	International Labour Organization
IoT	Internet of Things
IWMS	Integrated Workplace Management Systems
M	Meter
MP	Meeting Point
MP	Minister President
NFA	Net floor area
OM	OM Objektmanagement GmbH
PM	Project management
RICS	Royal Institute for Chartered Surveyors
RS	Rental space
SMS	Short Message Service
Sqft	Square feed
Sqm	Square meter
WP	Workplace

Table of Content

1. Introduction

Within the last few decades, the office workplace was undergoing many changes, and this development will continue, influenced by technology, new generations of workforces, and an international market which is becoming more and more disputed by new ideas and developments. Furthermore, the global work labour is more and more shifting towards an office based work.

Now, most companies are not only challenged by competitors or by the arising disruptive market trends around the globe. They are also competing in the search for qualified employees, not just within their industry, which is called "the war on talents."

The different expectations and requirements of the younger workforce generation, which are often referred as the "Millennials," challenge companies to rethink their hiring approaches. For the younger working generations, status symbols mean less, and the personal impact on the society and the individual influence within the company are becoming more significant than an own office desk or a company car.

Those changing requirements and expectations are challenging the traditional structure of companies and require them to rethink many of their longstanding approaches. To remain stagnant in a fast forward moving world becomes a high risk to the existence of a corporation than they get challenging and threatening by their competitors.

This master thesis will focus on how workplaces can support companies and its impacts on the businesses and employees. The influence of workplace decisions can have on a company image, culture, and their employees.

Besides the general approach, the newly built headquarters of the Erste Group Bank AG, located in Vienna, Austria, and its workplace and change management project is as a case study for visualising those impacts.

1.1. About the Author

Thirteen years ago, the author's background in interior design, architecture, and business informatics led him to the field of facility management. Working as a specialist on implementing computer-aided facility management (CAFM) and integrated workplace management systems (IWMS) systems, as well as space management tools, computer-aided design (CAD), and 3D visualisations introduced him over the time to different aspects around workplace management.

After several years working in facility management, he decided to join the postgraduate MBA program "Professional MBA Facility Management" offered by the Vienna University of Technology. The program should help him to leverage his facility management knowledge to the next level.

Through his contact with the IFMA community WE (Workplace Evolutionaries), an enthusiastic group of specialists focusing and sharing their knowledge around workplace management, he got even deeper into this exciting subject.

In 2015, Martin Ruppe joined Erste Bank Group AG workforce, one of the largest savings banks in Austria and the Central and Eastern Europe (CEE) region. Moreover, he became part of one of the most exciting new office building and change management projects in Austria.

Being able combining his experiences in facility management, architecture, interior design, and information technology with the new ways of working, he decided to dedicate his MBA master thesis to this topic helping him focusing even more on workplace management in future.

1.2. Research Question

This master thesis aims to show how workplaces have changed over the years and how dynamic they got. The newly built headquarters of the Austrian based Erste Group Bank AG will be used to display the effects such a paradigm change can have on corporate business and its employees. Additionally, data from the US, UK and central Europe will be used.

This work should show how a company can benefit by addressing the courage to change its workplace and active workplace management. How can workplace changes be contributing to the overall success of a company? Examples will be given how the success can be measured. How are workplaces impacting the business strategy? What can be the next steps after the relocation into the new headquarters?

1.3. Research Approach

As sources, specialised and economic literature, studies, and articles on business strategy, facility-, and workplace management will be used. Furthermore, project information from the Erste Campus and interviews with involved colleagues and contacts within the industry will be included.

Work happens at many different places, like in hospitals, manufacturing, stores, hotels, and many more. This thesis will concentrate on office workplaces.

The first part will give a short retrospect to get a better understanding how office space has evolved the last decades. Displaying the most significant impacts in economic, ergonomic, technology, and social development.

The second part of the thesis will focus on how the optimisation of the workplace and its support the corporate vision. Furthermore, the primary stakeholders will be identified as well as their significant roles and involvement in workplace management, and which are the essential steps of a workplace transformation and their implementation. This will be combined with a real project. Therefore, the recently implemented project "Erste Campus" of the Erste Group Bank AG will be used as case study. Moreover, critical aspects of the project will be summarised.

The thesis ends with a conclusion about the findings and an outlook for further improvements for the Erste Campus.

2. Workplace

The International Facility Management Association (IFMA) integrates the workplace into the definition of Facility Management as follows, "a profession that encompasses multiple disciplines to ensure functionality of a building by integration people, place, process and technology (Roper & Payant , 2014, p. 4)."

The IFMA indicates with their definition that a workplace is not only a place to sit and work, but it is also far more than that. Those so-called three Ps (people, place, process) and technology visualise how integrated workplaces are into corporate organisations.

In addition to the IFMA definition, like the one given by the Merriam-Webster online dictionary as they describe the workplace as "a place (as a shop or factory) where work is done (Merriam Webster, 2017)."

According to those definitions, a workplace is a place where work gets performed. Because we know a nearly unlimited amount of different jobs and hobbies, the requirements to workplaces can vary widely. Within this master thesis, when writing about workplaces, it will be in the context of office work.

2.1. Types of Work Environments

This work is focusing on offices, nerveless there are many different workplaces types. All are having different requirements to support the worker or employee with their individual and professional needs.

The following list taken from the work home project (Workhome Project, 2017), should give an idea about the different complexity of our workplaces:

- office
- study rooms
- consulting room
- studio
- workshop
- garage
- shop
- hairdresser
- hospital
- market
- eating/drinking
- moving (drivers)
- extended use of domestic facilities, as in catering or childminding
- caretaking/security
- director's accommodation
- staff accommodation
- library
- showroom
- gallery
- transforming space
- multifunctional space
- industry
- indoor/outdoor

As an example of similar environments, study rooms might have similar furniture and lighting requirements than office space as we know – but they differ a lot in the acoustic requirements. Whereas some level of constant noise is acceptable in the office space, the study room has to be quiet.

2.2. The Shift to Office Work

In the last century, the majority of people have transformed from physical to knowledge or office-based worker. Whereas at the beginning of the twentieth century only a low percentage were operating in an office environment.

According to the International Labour Organization study "Employees by sex and occupation" (ILOSTAT, 2017), it changes in some countries to over 50% of the workforce and the tendency is growing in most participating countries. Luxembourg's economy, as one of the smallest countries in Europe, is focusing on financial services reaches an even higher proportion, topping Switzerland with its 60,6%, by slightly more than by 5%, to the highest score of 65,9%.

The statistics, published by ILOSTAT, visualise that most of the growing economies are catching up with their office worker share. More working as knowledge workers requires more dedicated office environment and spaces. Most of the increasing space is provided and developing in city areas where office buildings are built vertically to fulfil this rapid demand.

Within the case study involved bank, the Erste Bank Group AG operates in twelve CEE countries. The headquarters is located in Austria with banks in the Czech Republic, Slovakia, Hungary, Serbia, Bulgaria, Romania and subsidiaries in Slovenia, Bosnia, Montenegro, Macedonia and Moldova (Erste Group Bank AG, 2017a).

Having a look at the development of Erste Groups seven main markets the ILO statistics (ILOSTAT, 2017) revealed that five of those seven countries show growth in their knowledge worker labour. In the five years between 2011 and 2016, Austria and Bulgaria show an increase of nearly 2%. With its currently 50,5% the alp republic is about 7% lower than Germany. In the long term, prospective Serbia and Romania show the highest potential with both being below the 35% mark.

A further comparison with the emerging markets would have been interesting. Unfortunately, the International Labour Organization statistics do not contain data enough data from the BRICS countries like China, Russia, and India yet.
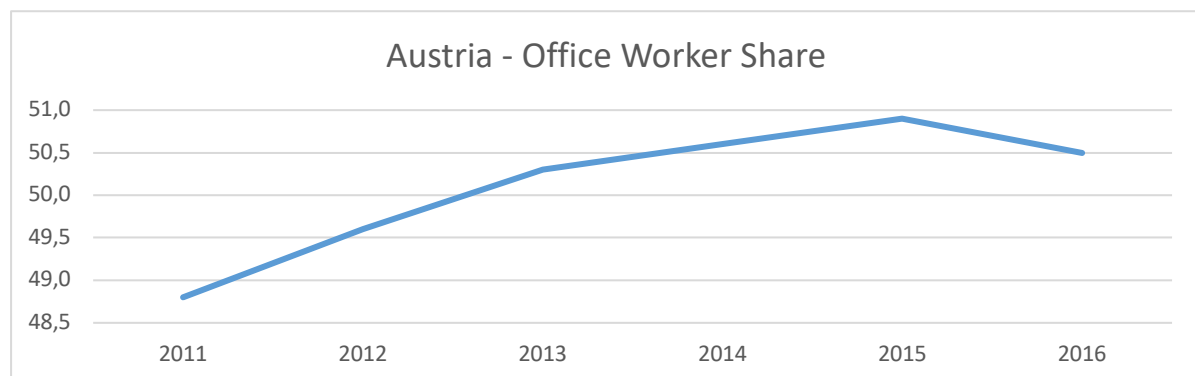

Figure 1: Office Workers as percentage of employment in Austria [1]

[1] Office Workers as percentage of employment in Austria, Categories 1, 2, 3, 4, ILOSTAT(2017)

Country	2011	2012	2013	2014	2015	2016
Austria	48,8	49,6	50,3	50,6	50,9	50,5
Germany[2]	54,9	56,2	56,4	56,6	56,7	57,6
Czech Republic	46,1	46,5	47,4	47,3	46,8	47,0
Slovakia	42,5	41,1	40,7	40,5	40,7	40,6
Serbia	37,7	37,6	35,3	36,6	35,8	34,8
Romania	26,8	26,1	25,6	25,6	27,2	27,8
Hungry	43,6	43,6	43,3	42,9	42,6	42,1
Croatia	39,3	41,7	45,6	45,5	44,8	44,8

Table 1: Office Workers as percentage of employment per country [3]

2.3. Development of the Workplaces

Many articles use the sounding phrase "new ways of working" to describe the current changes within our working environment undergoes. However, how about the changes to the workplace which happened within the last decades? This sounding phrase might imply that no serious changes have occurred in the past. However, that is entirely wrong. Our workplace always was under transformation. The difference is the pace increased and the way it is walked about it. The ILOSTAT statistics displayed that about half of the employees in most countries, work within an office environment (ILOSTAT, 2017). More than a century ago most people were not work in an office surrounding.

One example of this transformation can be found in the German word for work desk "Schreibtisch". It shows this change more than the technology itself. The term combines the words "Schreib" and "Tisch" where the second is the German term for "table"; the first one means "writing". How much of our workday are we writing and how much of our time do we spend at a desk? The primary tools we use are the mouse and the keyboard. We click and move with the pointing device and type on the computer console. The same happens to the phrase "to hang up the phone", nowadays we slide, push a button or turn around the smartphone to do so.

The next couple of pictures will display up some of the significant impacts we had on to the office space within the last decades.

The 1970s

Main tools where folders, a dial phone, desk lamp, stamps. Information was mainly processed via paper; notes were taken by hand. Smoking was allowed nearly everywhere, even in planes. Computers were only used within the field of research, the finance, and mathematical focused industries and filled halls.
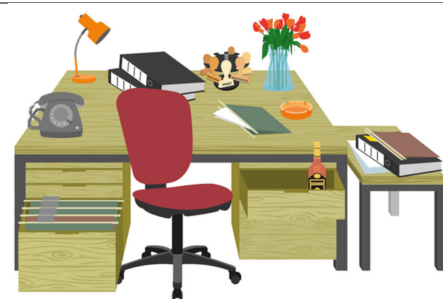
Photo 1: Workplace of the 70ies[4]

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[2] Germany was added to the table because of its cultural and language comparability to Austria,.
[3] Office Workers as percentage of employment per country, Categories 1, 2, 3, 4, ILOSTAT(2017)
[4] http://app.wiwo.de/erfolg/beruf/buero-der-schreibtisch-im-wandel-der-zeit/ - retrieved 10.12.2017

The 1980s In the 80s the first personal computers appeared in offices and private homes. Most but most people used typewriters, calculators and fax machines at the office.	 *Photo 2: Workplace of the 1980s[5]*
The 1990s In the 90s computers became the standard equipment at the office and the first mobile phones appeared. Printers were needle-based, loud, and used endless paper.	 *Photo 3: Workplace of the 1990s[6]*
The 2000s Endless printer disappeared in many areas and got replaced by quiet laser or inkjet printers. More and more laptops were in use. The CRT monitors got replaced by LCDs.	 *Photo 4: Workplace of the 2000s[7]*
The 2010s Mobile devices with higher capacity, such as smartphones and tablets, replace more and more the desktop computers. Data is increasingly exchanged via internet and cloud services. The use of FAX machines and printouts is now the exception. Also, traditional landline phones are more and more disappearing. Smoking is prohibited in most offices. Different sitting options are now standard.	 *Photo 5: Workplace of the 2010s[8]*

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[5] http://app.wiwo.de/erfolg/beruf/buero-der-schreibtisch-im-wandel-der-zeit/ - retrieved 10.12.2017
[6] http://app.wiwo.de/erfolg/beruf/buero-der-schreibtisch-im-wandel-der-zeit/ - retrieved 10.12.2017
[7] http://app.wiwo.de/erfolg/beruf/buero-der-schreibtisch-im-wandel-der-zeit/ - retrieved 10.12.2017
[8] http://app.wiwo.de/erfolg/beruf/buero-der-schreibtisch-im-wandel-der-zeit/ - retrieved 10.12.2017

2.4. Technical Development

Out workplace always underwent technological changes. For example, the way how we write. We started from handwriting to typewriters to computers, and speech recognition.

The mobile revolution and most of the could solutions started their breakthrough via the private homes. Now many people are using more advanced technology in their own life than at work.

This leading to a new trend at the corporate offices "bring your device". BYOD allows employees to use their own hardware devices (mobile phones, notebooks) to connect with their corporate infrastructure. This new approach became especially attractive to companies working with a lot of external contractors.

The next chapters will summarise some of the previous technologic achievements of the last 30 years to the future possibilities.

2.4.1. The 1990s

On May 22, 1990, Microsoft[9] released with Windows 3.0 the first widely used graphical computer interface. Combined with Microsoft Office, a software to type documents, calculate numerical information and to generate presentations, will become the standard setup for nearly every office work as we know it today.

1995 marked regarding software a significant step towards modern operating systems. Microsoft released with Windows 95 an operating system allowing plug and play configuration. Which was a big step forward, nowadays this behaviour is expected from every operating system and all devices. Also, the user interface of computers stayed similar with only small changes since then.

The Internet makes it first appears at home using slow dial-up modems to connect.

2.4.2. The 2000s

Mobile Phones are becoming more and more critical. Nearly every household has now at least one Personal Computer. Most computer sold are desktop computers. The power of notebooks and the battery capacity is slowly catching up with the performance of stationary machines.

The more ergonomic LCD are replacing the bulky CRT technology. A few years after, this trend will continue in our living rooms by replacing the big tube televisions. The flat screen technology will also become an essential part of every smartphone.

Internet connection is switching from dial-up to broadband. First mobile broadband options are becoming available.

Wireless network connectivity of computers is on the rise.

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[9] https://en.wikipedia.org/wiki/Windows_3.0 - retrieved 04.10.2017

2.4.3. The 2010s

In the 2010s the equipment changed more and more from desktop and workstation-based computers to portable devices like notebook, netbooks, tablets, and laptops.

- By 2010 nearly no CRT monitors and tube televisions market barely exist anymore.
- While mobile phones are overtaking the landline, the main functionality of the cell phone is not any longer the most used functionality.
- People expect to have internet access where ever they go.

Most of the functionalities are now connected to the internet and cloud services. Photos taken will be automatically synchronised with the personal account and to all connected devices. Messages which used to be sent via SMS or EMS have shifted to messenger services like WhatsApp or Apple Messenger. The once-booming SMS continues to rise, but not to the same extent as its counterparts the messenger services.

Speech recognition and speech commandos are entering the market, not only via the smartphones and computers, speakers with microphones are coming to our living rooms.

In the past, the newest technology and software was first widely used by companies before it arrived at our private homes. See for example how it happened with LCDs at the office and later on coming into our homes at flat TVs.

The mobile revolution and most of the could solutions started the other way around; now many employees are using more advanced technology in their private surroundings than at work.

With trends like BYOD, the separation between private and company equipment is fading. Millennials expect to use their own devices for working too (ISS, 2013).

Internet of Things (IoT), the blockchain, augmented reality, voice control, and artificial intelligence (AI) are approaching the market with new products and services at a fast pace. Home and building automation are becoming more comfortable to set up and affordable to many.
It is hard to estimate the impact that AI and the blockchain technology will have, but many researchers expect a massive effect on the way we work and use technology the next years.

2.4.4. The Smartphone

In the last couple of years, no other technology has influenced more than our smartphones. For many people, its nowadays nearly impossible to imagine how to live was before those devices.

The processing power of mobile phones increased significantly over the last eight years. First, so-called smartphones where already before 2008 on the market, but it was Apple which developed those devices into a multibillion Dollar market. Within the last years Apple and Google (now called Alphabet) hold with their mobile operating systems (Android and iOS) together 99,7% of the mobile phone market[10], whereas companies like RIM, Microsoft and Nokia play no significant role any longer.

Now we use our phones for internet, location services like maps and navigation, photos, videos, and connect them with our swatches, medical devices, smart homes, cars, and all kinds of sensors. This resulted that many prior used devices got nearly extinct by the smartphones. We hardly use Walkman's, calculators, landline, phone booths, compact cameras, Dictaphones, portable TV and DVD players, alarm clocks, remotes, pocket gaming machines, and sometimes even computers.[11] New payment systems like Apple Pay and NFC are using mobile devices for authentication and authorisation.

The Internet Trends 2017 study from Kleiner and Perkings show that adults in the US consume most of their digital media content now via the mobile phone (Meeker, 2017, p. 9).
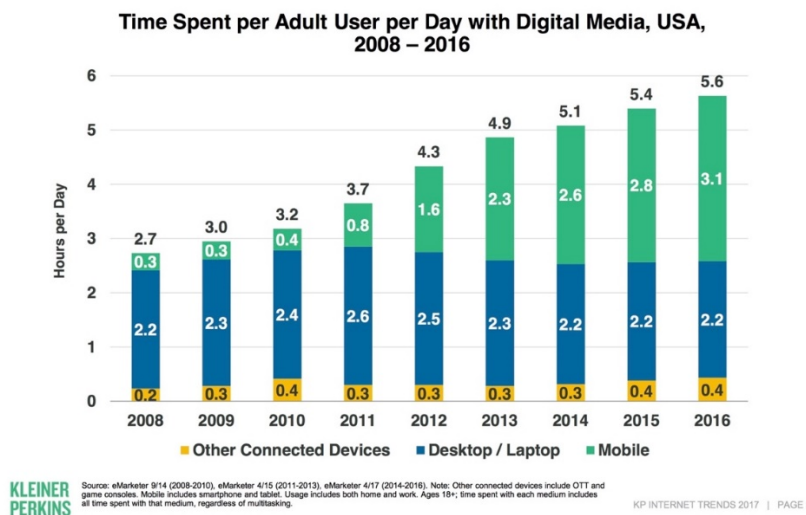
Figure 2: Time Spent per Adult User per Day with Digital Media [12]

All of this became possible due to the power and storage abilities we can combine to a small device. The benchmark results for Apple iPhones starting with its first version visualise how fast the power of those devices developed over the last years. Within eight

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[10] https://www.idc.com/promo/smartphone-market-share/os March 2017 - retrieved 08.01.2018
[11] https://www.theguardian.com/technology/2014/aug/04/cameras-keycards-everyday-devices-killed-off-by-the-smartphone-gadgets - retrieved 08.01.2018
[12] (Meeker, 2017, p. 9)

years the CPU power increased over 40 times. Mobile phone processor performances beat already the low-class notebook and desktop.
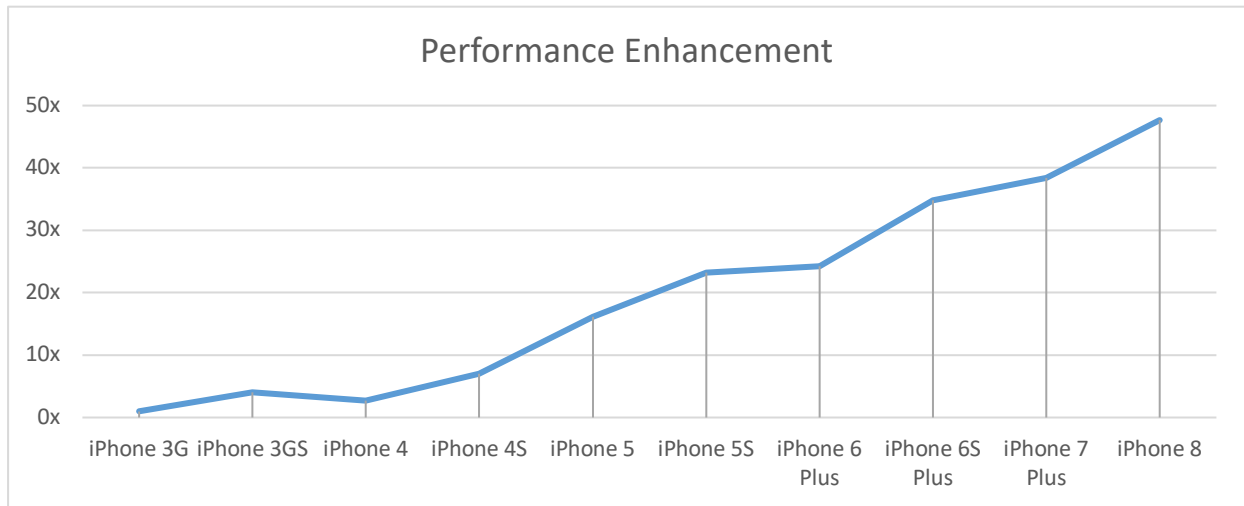
Figure 3: Apple iPhone Performance Increase [13]

By 2012, an Apple iPhone 5 had already 2.7 times the processing power than the 1985 Cray-2 supercomputer.

iPhone Generation	Benchmark result [Points]	Compared to iPhone 3G [x times]	Year
Apple iPhone 3G	212	1,00	2008
Apple iPhone 3GS	864	4,08	2009
Apple iPhone 4	567	2,67	2010
Apple iPhone 4S	1.483	7,00	2011
Apple iPhone 5	3.427	16,17	2012
Apple iPhone 5S	4.918	23,20	2013
Apple iPhone 6 Plus	5.134	24,22	2014
Apple iPhone 6S Plus	7.391	34,86	2015
Apple iPhone 7 Plus	8.135	38,37	2016
Apple IPhone 8	10.102	47,67	2017

Table 2: Apple iPhone performance increase [14]

[13] http://www.iphonebenchmark.net/passmark_chart.html - retrieved 23.11.2017
[14] http://www.iphonebenchmark.net/passmark_chart.html - retrieved 23.11.2017

2.4.5. Mobile Work / Mobile Office

The first generations of smartphones showed us what else we could do with a phone besides calling or messaging (SMS) someone. We had smartphones already in the past, but it was Apple Computer which helped the smartphones breakthrough.

With all the functionalities, many tasks can be performed with a mobile phone wherein the past desktop computers or notebooks were needed. So, more and more companies use mobile applications (apps) to enable more functions and possibilities.

Most employees now use their mobile phones to check on their email and schedule, take photos of flipchart drawings, find contact details of co-workers, report incidents to the IT and facility management department, and so on.

More and more companies allow their employees to use their own devices (BYOD) to access work-related data, apps, and emails. The statistics of World Bank calculates that there are per 100 Austrians more 160 mobile cellular subscriptions. With its 167 subscriptions in 2016, Austria is position 12th worldwide, being the western country with the highest share.[15]
This statistic shows the potential of BYOD.

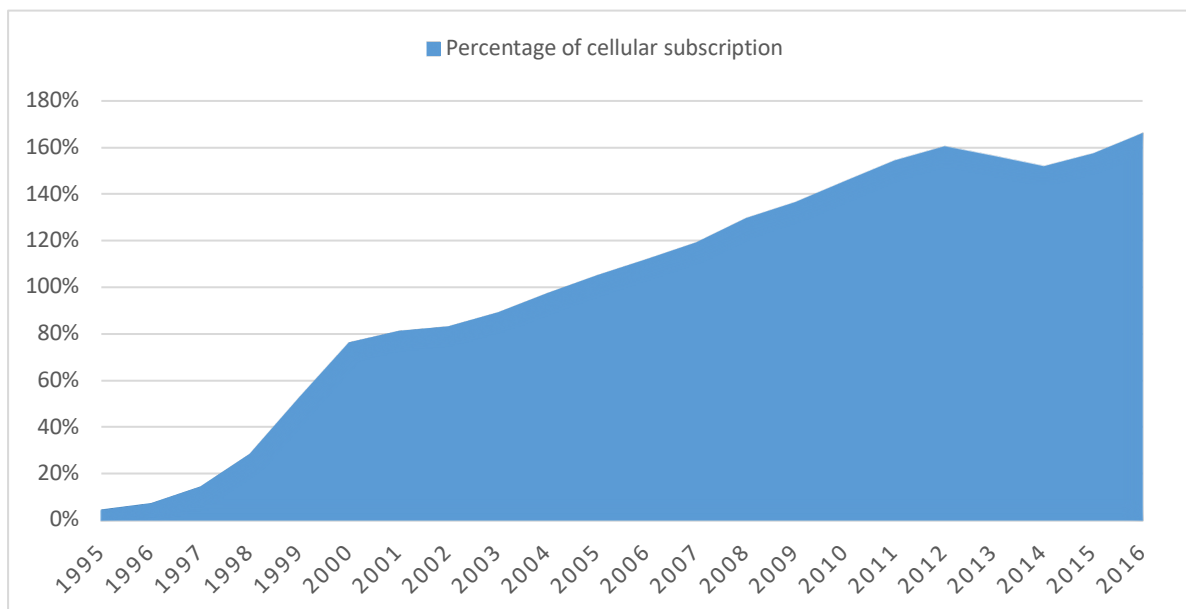*Figure 4: Mobile cellular subscription (per 100 people) in Austria [16]*

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[15] https://data.worldbank.org/indicator/IT.CEL.SETS.P2?locations=AT - retrieved 08.02.2018
[16] https://data.worldbank.org/indicator/IT.CEL.SETS.P2?locations=AT - retrieved 08.02.2018

2.4.6. Bring Your Own Device (BYOD)

A new trend challenges most cooperation, not only that employees use more advanced technology at home then sometimes in the office. Some of them would like to use their private equipment to connect with the work environment, allowing them to work everywhere using their preferred equipment. The integration of external, personal devices like notebooks and smartphones is called "Bring Your Own Device" (BYOD).

Also, regarding a faster on-boarding of contract workers or external consultants a quick and straightforward integration is becoming more and more a key factor for efficient workplaces. BOYD has, of course, positive and negative effects whereas it allows the workers to use their equipment it will also challenge the security departments. The capability of those little devices can, if manipulated, easily be used for industrial espionage (ISS, 2013, S. 39,80-84).
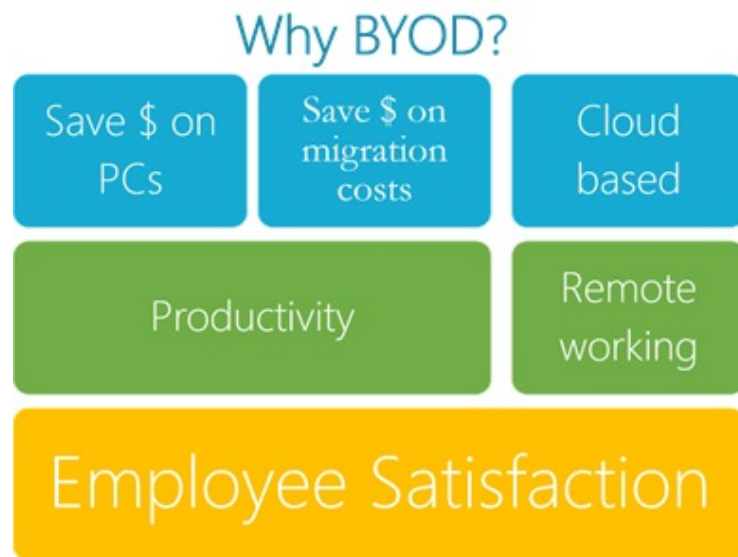
Figure 5: Why BYOD (Coles Levine, 2018)

The workforce itself becomes more and more mobile; some people will work only for a period as a contractor or for multiple companies at the same time. Therefore, a smooth onboarding will be essential.

"The BYOD and enterprise mobility market is projected to grow from $35.10 billion in 2016 to $73.30 billion by 2021 according to the latest report from research firm MarketsandMarkets (Coles Levine, 2018)."

2.4.7. Cloud Services

No other technology shacked the world economy more than the internet with its accelerator the smartphone. New business ideas can be put on a global market with ease. This hit some industries in a disruptive way. Fast growing new internet company became with their products and serviced a threat to some of their long-run, stable products and services overnight.

Nowadays, many software products rely on data supplied from the internet (Instagram, Facebook, OpenData, and others). Most mobile Apps would not even work without an internet connection.

Even some complex software products are only available via the world wide web (cloud). Most CRM like Salesforce can only be used via the internet. Those online solutions lead to a rethinking of the security concepts of many corporate businesses, which were used to install every product on-premise within their environment since some of the new essential products cannot be installed in-house anymore.

Some companies offer their services via the world wide web to their customers and host and maintain the hardware them self. It is also possible to rent server infrastructure online, having the advantage that performance can be easily scaled up and down. The most prominent cloud infrastructure providers are currently Amazon AWS, Microsoft Azure, Google Cloud Compute.

Providing hardware and software via the internet is called "Software as a Service" (SaaS). Moreover, could already be found before the global market addressed it as "cloud". Some would say it is a kind of revival of the server and terminal based approach of the early 80ies.

Cloud service showed how significant the potential for rapid growth could be. Within a few months, right ideas can create a user base of millions.

The company BetterCloud.com estimates that 75% of the companies will be using SaaS for the majority of their business application by 2020 (BetterCloud, 2017, p. 17).
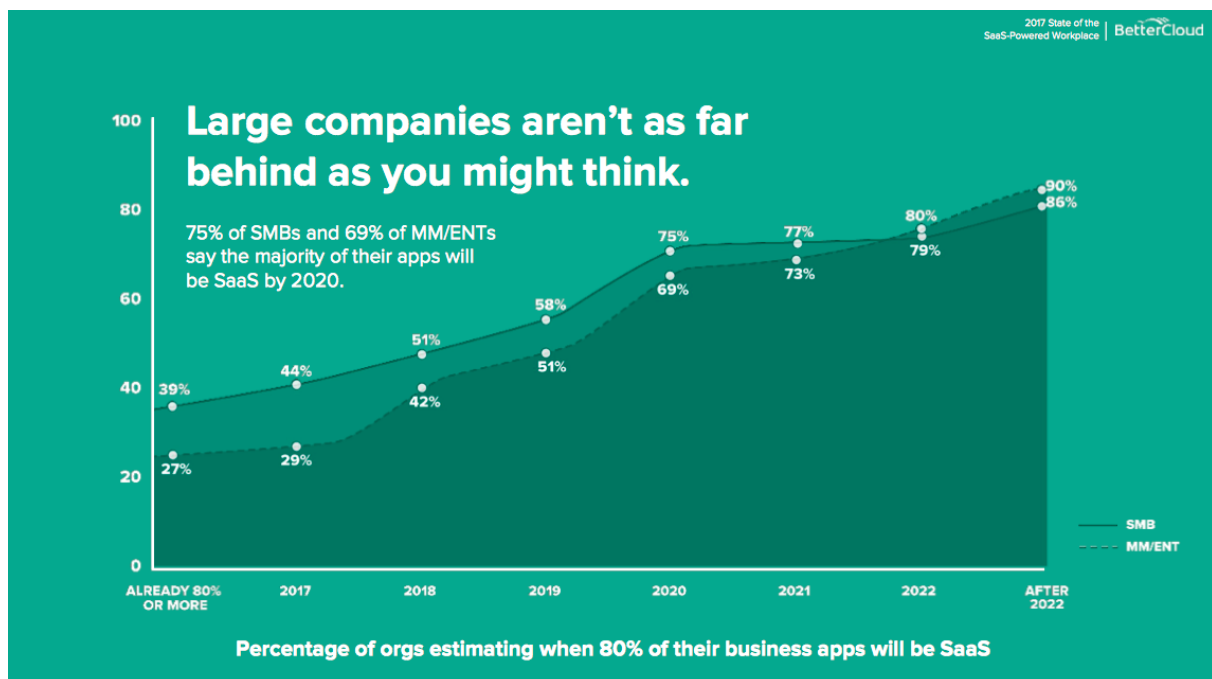
Figure 6: Percentage of companies using SaaS-based Apps [17]

2.4.8. Smartphones and Cloud Services

In the past, we used to have advanced technology mostly at the office but not at home. We had computers and LCDs at the office long before we had our flat TVs and home computers. With the introduction of smartphones and the rapid development of could services, many users have in their private life faster access to the newest technology than in the office world. Now employees use cloud services and the latest mobile phones long before corporations can adopt.

New cloud services, apps and technologies appear at an incredible pace, faster than most companies can adopt or even react.

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[17] https://www.bettercloud.com/monitor/wp-content/uploads/sites/3/2017/05/2017stateofthesaaspoweredworkplace-report-1.pdf - retrieved 05.02.2018

Since companies were used to host all their application and data, cloud services offer on one side possible savings to lower costs on hardware and infrastructure costs. The following graphic shows that security leaks might end up in a massive data and image lose like some prominent cases around Yahoo, Sony and LinkedIn.

Before companies can implement those new tools and services, they usually have to run through a security audit. Depending on the impact of the infrastructure and the handled data tests on existing devices (computers, printers, smartphones and tablets) need to be run as well as possible implications with national data regulations. Are sensitive data involved? Corporations often require so-called penetration tests to prove its safety against hackers.
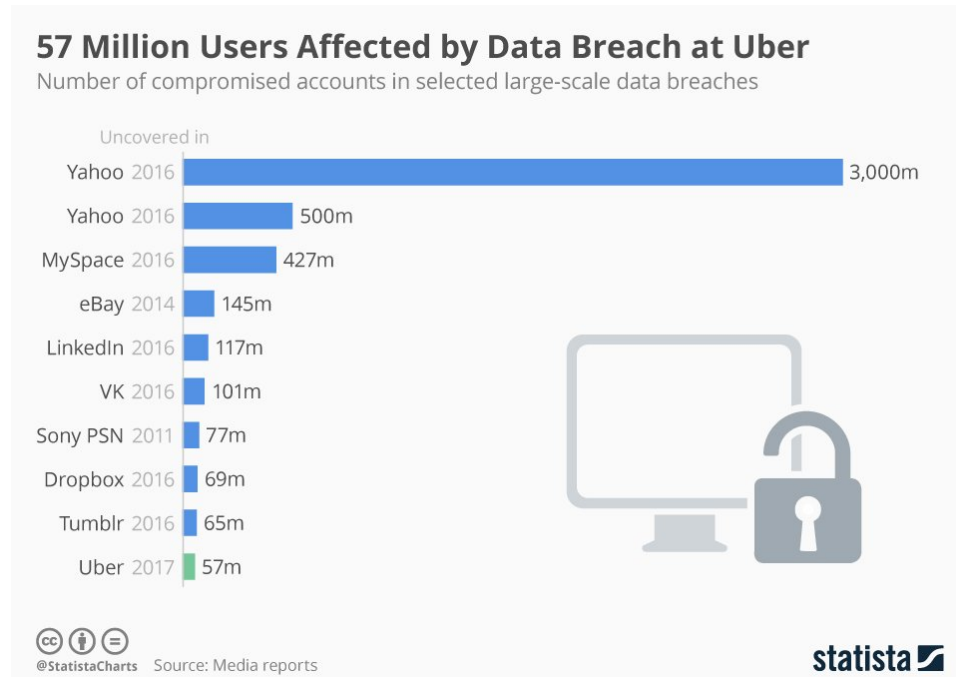
Figure 7: Number of compromised accounts in selected large-scale data breaches [18]

2.4.1. What Is Coming Next?

The next few years will bring a rapid integration of many not only technical devices. More and more items will be connected, many of them we did not even think about connecting today.
With so many devices collecting data, data will be a big driver. Data-driven work, Internet of Things (IoT), remote and mobile will become even more essential to everyone's life.

Countless literature, studies, and conferences think that many jobs as we know them today will disappear and be replaced by AI or robots and new jobs will be created.

Within the last decade's technology transformed our workplace tremendously, but not only computer technology changed over those years. Some of the equipment we used in the past, barely exists nowadays anymore. A FAX device was one of the essential pieces of technologies in the 80s and 90s. It still used, but more and more is shifted towards email and digitally signed data exchange. Furthermore, the devices hardly exist as an own device any longer. Most printers, mobile phones, and computers can be used for sending and receiving FAX documents.

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[18] https://twitter.com/statistacharts - retrieved 27.11.2017

3. Workforce

3.1. Workforce Generations

A lot has been talked about the needs of the different generations and the rising Generation Y, also called the Millennials. Before going more in-depth, a definition needs to be made on what other groups are to be found in the workforce. Different to the past now up to five generations meet at the office.

Timeframes define the generations, but there is no sharp cut between them. It is a smooth transition, and the set zone is an auxiliary construct helping to differentiate them. This is why there are many different definitions when generations start and end. The following table shows three different classifications. For this thesis, the definition by Haynes (2011) will be sued.

Generation	(Morgan, 2014, p. 27)	(Haynes, 2011, p. 99)	(Barclays Bank PLC, 2013)
Traditionalists / Veterans	− 1945	1922 − 1945	− 1944
Baby Boomers	1946 − 1964	1946 − 1964	1945 − 1960
Generation X	1965 − 1976	1965 − 1980	1961 − 1980
Generation Y (Millennials)	1977 − 1997	1981 − 2000	1981 − 1995
Generation Z	1998 −	2001 −	1996 −

Table 3: Generations of Workforce

In Austria's the current retirement age for men is 65 years and for women 60.[19] Within the next six years, nearly all female baby boomers will be retired, followed by their male counterparts just five years later. Usually, the pension paid in Austria is sufficient to make someone's living, and medical expenses are covered as well. This is why the share of baby boomers in the Austrian workforce is lower than for example in the USA.

3.1.1. Baby Boomers (1946 − 1964)

The baby boomers used to hold the highest share of the workforce. Right now, in most countries, the Generation X has already taken the lead, but not for long since by 2020 the Millennials will hold the highest share of the workforce (Morgan, The Future of Work, 2014, p. 13).

According to Meister & Mulcahy the Baby Boomers "constitute the most experienced generational cohort in the workplace. The challenge for employers is how to best leverage their knowledge and experience while providing them ways to continue to contribute in the workplace, and when they are ready to exit, to pass along their institutional knowledge (Meister & Mulcahy, 2016)."

As state before by Meister & Mulcahy, with the retirement of the baby boomers some industries, are facing a massive shortage of skilled personnel. Sectors like the Facility Management in the US where 70% of the professionals are over the age of 47 years put much effort to attract the upcoming generation (Green, 2017).

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[19] https://www.sozialversicherung.at/portal27/pvaportal/content?contentid=10007.707664 - retrieved 25.12.2017

3.1.2. Generation X (1965 – 1980)

According to (Meister & Mulcahy, 2016) Generation X is more structured, expect a clear carrier path and development. They are focused on their carrier opportunities. They ask for less feedback and expect more benefits than the other generations. Up to 40% of Generation X have the dream to become an entrepreneur.

3.1.3. Generation Y - Millennials (1981 - 2000)

The Generation Y is part of many studies. Since by 2020 half of our workforce will be Millennials, increasing to 75% by 2025 (Morgan, The Future of Work, 2014, pp. 13,28). The generation "Why" are considering to be digital natives and changes the way companies work in most industries. Supported by new technology and business models nearly every sector has to change.

According to (Meister & Mulcahy, 2016) Millennials are more looking for purpose, meaningful work and financial support as the previous generations and are looking forward to work in teams and groups. They expect a strong mentorship and feedback from their direct managers.

3.1.4. Generation Z - Zers (2001 -)

Whereas the early born Millennials knew a timeless digitalised, the upcoming Generation Z, or Zers" know only the digital lifestyle. Born after the year 2000 (Haynes, 2011, p. 99) the first batch of the new generation will start getting into the workforce by now. Due the attention the millennials got, there will be soon researchers starting to determine their differences and requirements. The (Barclays Bank PLC, 2013) Study contains already initial expectations about the Generation Z.

According to (Meister & Mulcahy, 2016, pp. 146-147) Zers have more entrepreneurial interests and show a stronger interest in volunteering jobs than the millennials.
The Generation Z will be followed by the future generation Alpha (Meister & Mulcahy, 2016, p. 160).

3.1.5. Comparing the Generations

Since the workforce now consists of up to 5 different generations, the British bank Barclays commissioned Dr Paul Redmond from the University of Liverpool to conduct research helping them to gain a better understand the different motivations and needs of their employee. They used the study to optimise their employee benefits packages to the expectations of a multigenerational workplace (Barclays Bank PLC, 2013).

One result of the study was a matrix comparing the generations, with which technology they grow up, what historical events shaped them, their attitudes, their preference in decision-making, and preferred communication style.

Meister and Mulcahy recommend examining the generations and to think beyond the Generation Z. The future workforce will be more diverse than it has ever been before, not only regarding generations, genders, also in ethics and will be connected even more global (Meister & Mulcahy, 2016).

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War, Rationing, Fixed-gender roles, Rock 'n' Roll, Nuclear families, Defined gender roles — particularly for women	Cold War, Post-War boom, "Swinging Sixties", Apollo Moon landings, Youth culture, Woodstock, Family-orientated, Rise of the teenager	End of Cold War, Fall of Berlin Wall, Reagan / Gorbachev, Thatcherism, Live Aid, Introduction of first PC, Early mobile technology, Latch-key kids; rising levels of divorce	9/11 terrorist attacks, PlayStation, Social media, Invasion of Iraq, Reality TV, Google Earth, Glastonbury	Economic downturn, Global warming, Global focus, Mobile devices, Energy crisis, Arab Spring, Produce own media, Cloud computing, Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into clothing) communication devices
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)	Facetime
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online — would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

*Percentages are approximate at the time of publication.

Figure 8: An overview of the working generations [20]

[20] (Barclays Bank PLC, 2013)

4. The Way to the New Headquarters

4.1. History of the Erste Group Bank AG

The Erste Group Bank was founded as Austrians first savings bank *"Erste österreichische Spar-Casse"* back in the year 1819. With its nearly 200 years it is the oldest still operating bank in Austria.[21]

„The founder of Erste österreichische Spar-Casse was a churchman of vision and social commitment. Johann Baptist Weber was a Catholic priest in the parish of St. Leopold in one of the suburbs of Vienna during the Biedermeier period. Before that, he had been a chaplain in Wien-Lichtental, at the time when Franz Schubert performed his ecclesiastical works there, and in the parish of St. Peter in the city centre, next to which the head office of the Erste österreichische Spar-Casse was to be located from 1823 (Erste Stiftung, 2018)".

„The very first savings book of Erste Österreichische Spar-Casse, issued 1819, belonged to a woman: Marie Schwarz. This idea, which was tried and tested at local level in the second district of Vienna, turned into a successful model in the countries of the Danube Monarchy. Adopting virtually the same statutes as the original institute, a number of savings banks were founded in many parts of Austria, Central and Eastern Europe, among others in: Laibach (today: Ljubljana), Innsbruck, Bregenz and Spalato (Split) in 1822, Graz and Prague in 1825, Görz (Gorizia) in 1831, Klagenfurt in 1835, Ragusa (Dubrovnik) and Kronstadt (Brasov) in 1835, Pest (Budapest) in 1839, Hermannstadt (Sibiu) and Zara (Zadar) in 1841, Pressburg (Bratislava) and Trieste in 1842, and Lemberg (Lviev), Kaschau (Košice) and Tyrnau (Trnava) in 1844 (Erste Stiftung, 2018)."
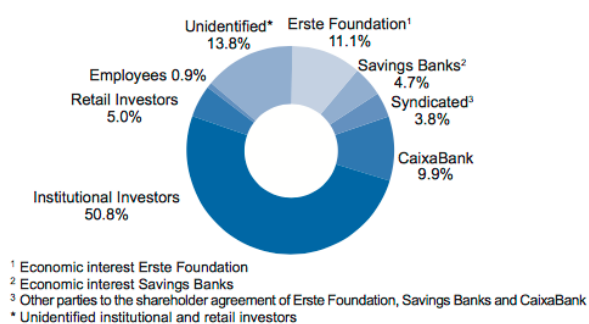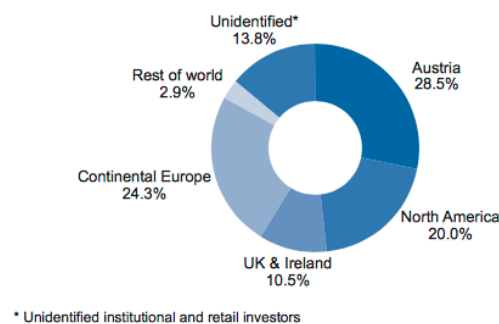
Figure 9: Shareholders of the Erste Group Bank AG [22]

4.2. Employees of the Erste Group

The Erste Group Bank AG employs in its core markets nearly 42.000 employees thereof 16.000 people working in Austria (Erste Group Bank AG, 2017). With the initial move, 4670 people relocated from the old 25 buildings to the new headquarters. Until the end of 2017, an additional 600 people were recruited and assigned to work at the Erste Campus.

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[21] https://de.wikipedia.org/wiki/Erste_Bank - retrieved 21.01.2018
[22] (Erste Group Bank AG, 2017)

4.3. Core Markets and Indirect Presence of the Erste Group Bank AG

The Erste Group operates within twelve central European countries. The seven core countries are Austria, Czech Republic, Slovakia, Hungary, Croatia, Serbia, and Romania. Whereas, Slovenia, Montenegro, Macedonia, and Moldova are market with an indirect percent of the group.
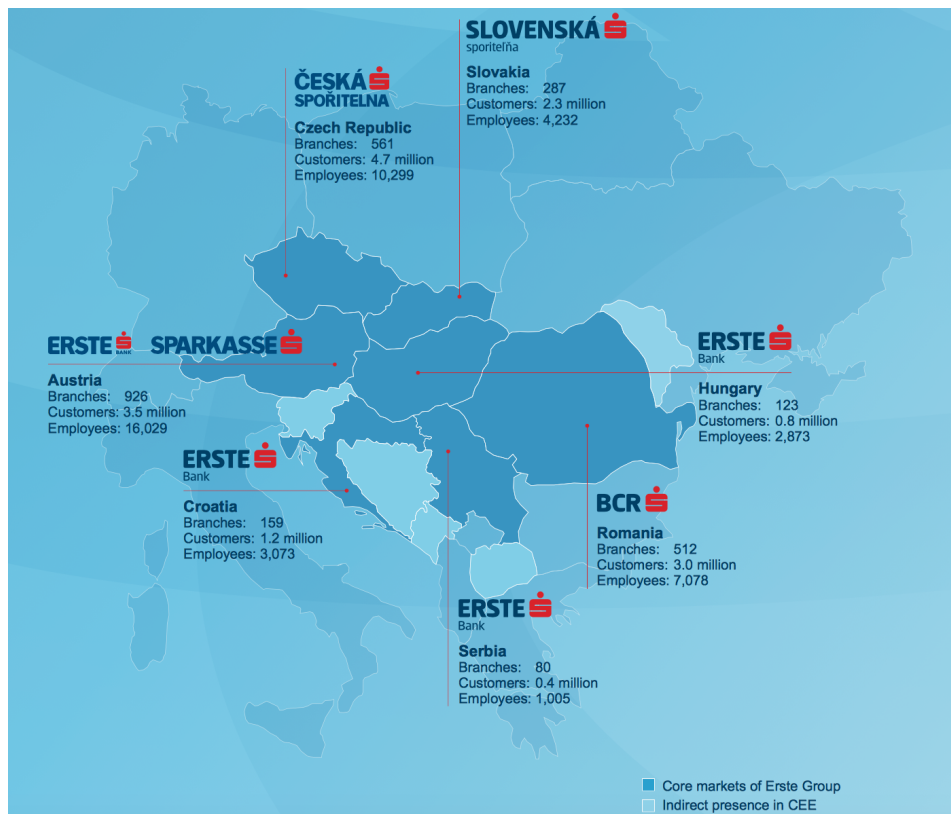
Figure 10: Core markets and indirect presence of the Erste Group [23]

4.4. Austrian Market

Austria holds the strongest presence of all operating countries. The Erste Group and Sparkassen operated more than 1100 branches within all nine states of Austria.
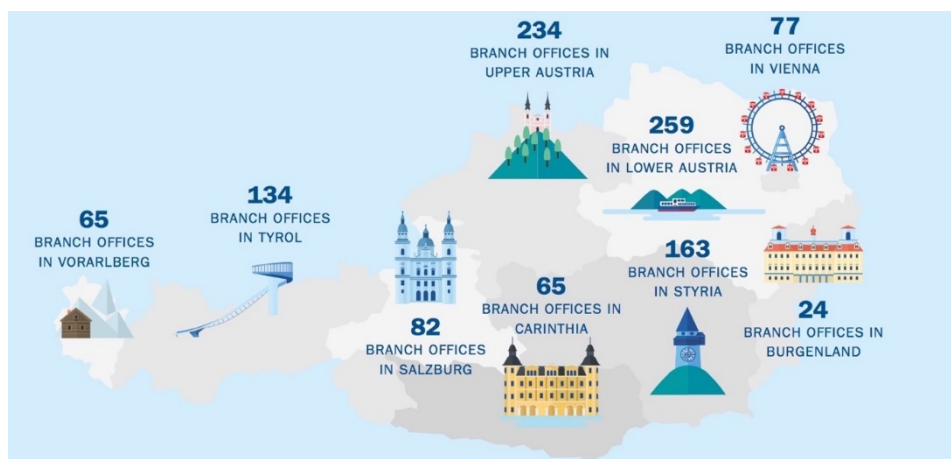
Figure 11: Core markets and indirect presence of the Erste Group [24]

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[23] (Erste Group Bank AG, 2017)

4.5. Initial Situation

The Erste Bank Group grow in its nearly two hundred years history to a leading financial savings bank within the central European region. Its headquarters were always based in Vienna but never had one dedicated main office building. Due to its consistent growth over all those years, one after another additional office building was bought or rented within Vienna every time the bank was running out of space. This ended in being spread all over the city of Vienna, Austria. The physical workplaces were divided into more than 20 different buildings, all of them in various sizes, conditions and quality. Over the time, the space assignment of most departments did not reflect their need for collaboration with other departments. The result was an inefficient distribution of the bank's divisions and employees. Resulting in a massive time loss and rising travel costs for all employees caused by the distances between all of the departments and enormous costs for moving people and departments around the available office space.

In his interview given for the book 'Erste Campus, the Team Building of Erste Group' Andreas Treichl the CEO of Erste Group stats that, reducing the distances and enhancing the communication is one of the leading drivers for the Erste Campus project. *"The building was small and limited, and the whole company was spread over goodness know how many locations all over Vienna. If you consider just how important communication is in a company* (Czaja, Doepel, Kühn, & Spiegelfeld, 2017, p. 135).*"*
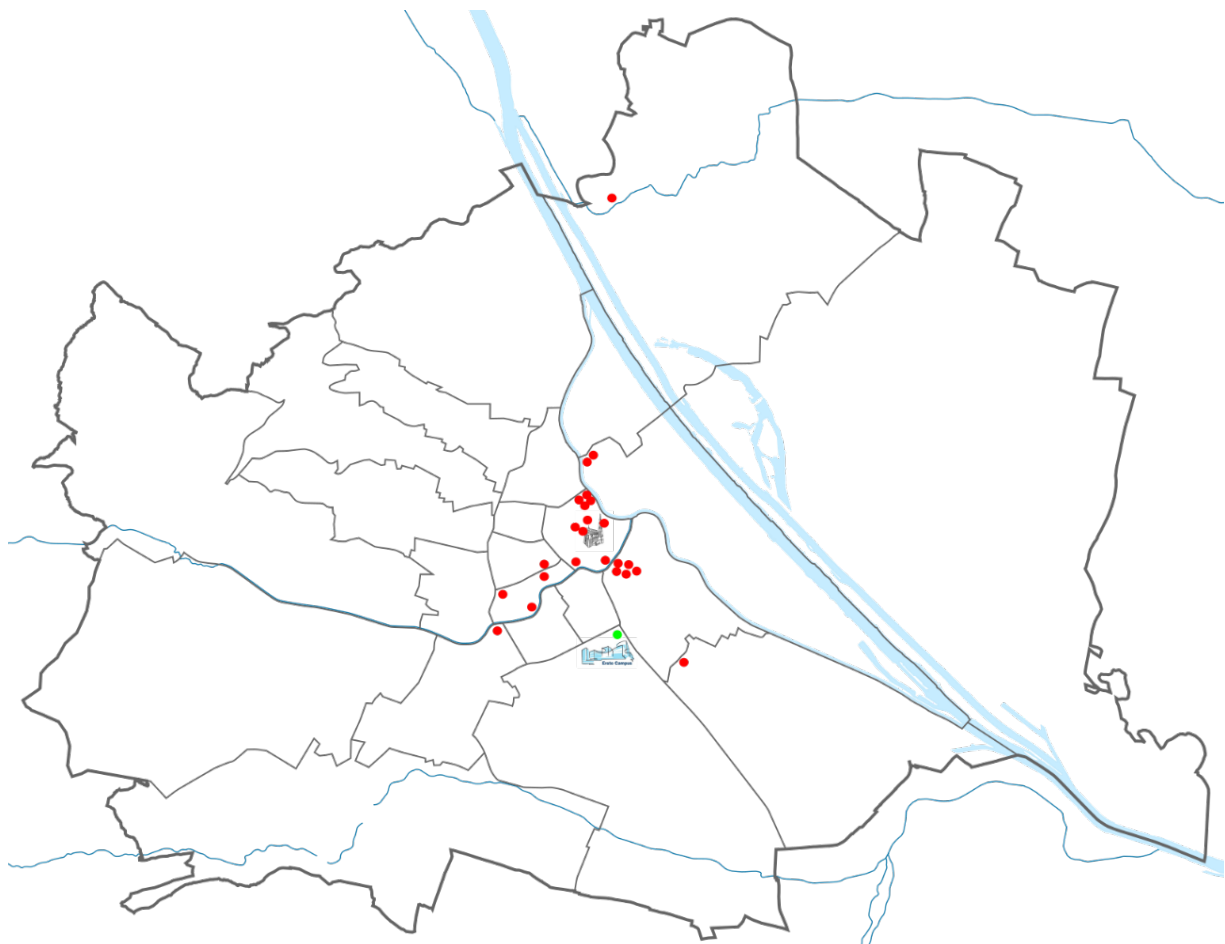
Figure 12: Map of Vienna with the former office locations

[24] (Erste Group Bank AG, 2017)

4.6. CEO Briefing

Before the architectural contest started, the Erste Group CEO, Andreas Treichl, addressed all competing architects with his hand-written note "What makes us different?".

"Dear contenders!

You are on a contest to design the future Headquarter one of Central Europe's leading Institutions. Erste Bank is a fast growing and profitable public company with act around the world. We are a successful, goal oriented and tough organization competing for shareholders all around the world.

What makes us different from other companies is the fact that 30% of our bank is owned by a foundation, whose sole propose is to help those people in our region that cannot take care for themselves.

We therefore carry a very special responsibility which has to be reflected in our doing, our saying, the way we do business and the way we live – it has to be reflected on our headquarter!

Whoever wins the contest has to keep in mind, that this quarter between the Central Station, the Belvedere and the Schweitzer Garten could be the breakpoint for Vienna's new architecture ending up in long lasting – this is my hope – starting a new era of fresh breath in one of the world's most interesting regions – Central Europe!

Good luck
Andreas Treichl (Czaja, Doepel, Kühn, & Spiegelfeld, 2017, pp. 50-51)."
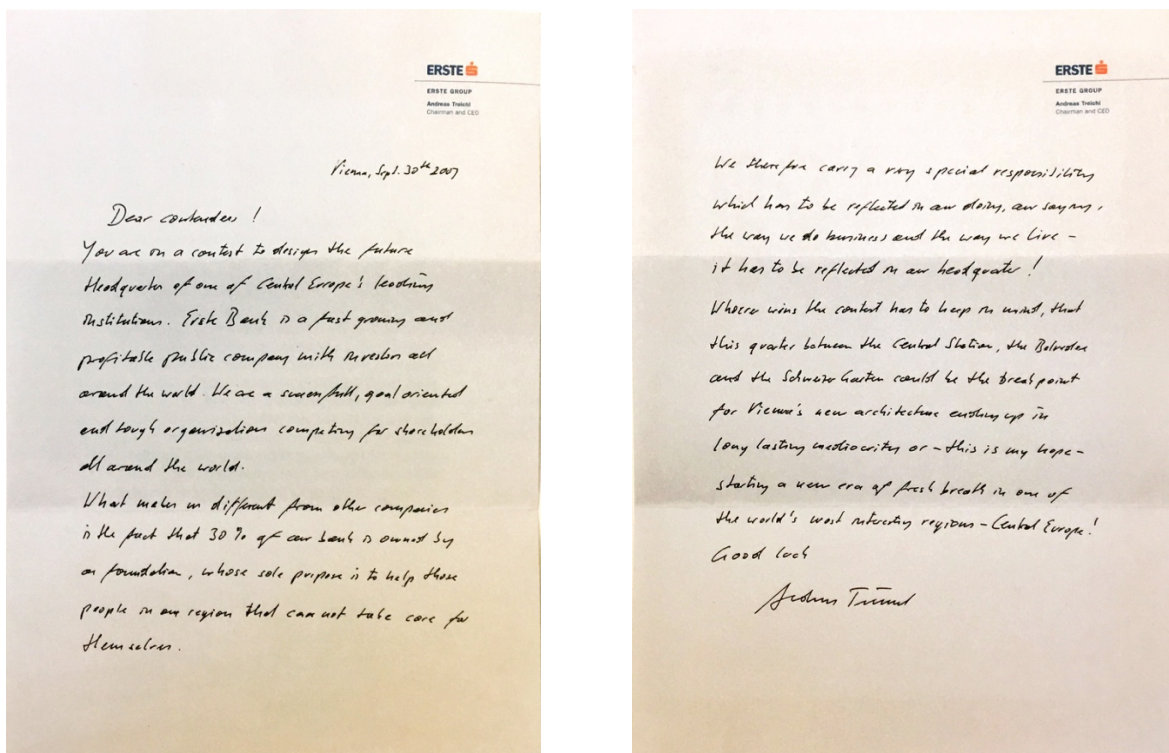
Photo 6: "What makes us different?" [25]

[25] (Czaja, Doepel, Kühn, & Spiegelfeld, 2017, pp. 50-51)

4.7. Locations for the New Headquarters

The executive board decided to centralise 25 administration buildings to one new office. It was not an easy task, finding a suitable location for a new centralised headquarters since the bank wanted to build at a central, city near the location. However, when the Austrian Railway (Österreichische Bundesbahn, ÖBB) decided to demolish the Viennese south train station and rebuilt it as Vienna's new central train station.

In the past, the south train station (Südbahnhof) covered a massive area. Due to the city development project, the required space for the new train station could be optimised, and the unneeded areas were provided as building lots for office, apartment buildings, and parks.

Photo 7: Former train station building before the Erste Campus [26]

This massive city development project gave Erste Group Bank a rare possibility to acquire a building lot nearly in the heart of Vienna, close to the Belvedere Palace and the Schweizergarten park.
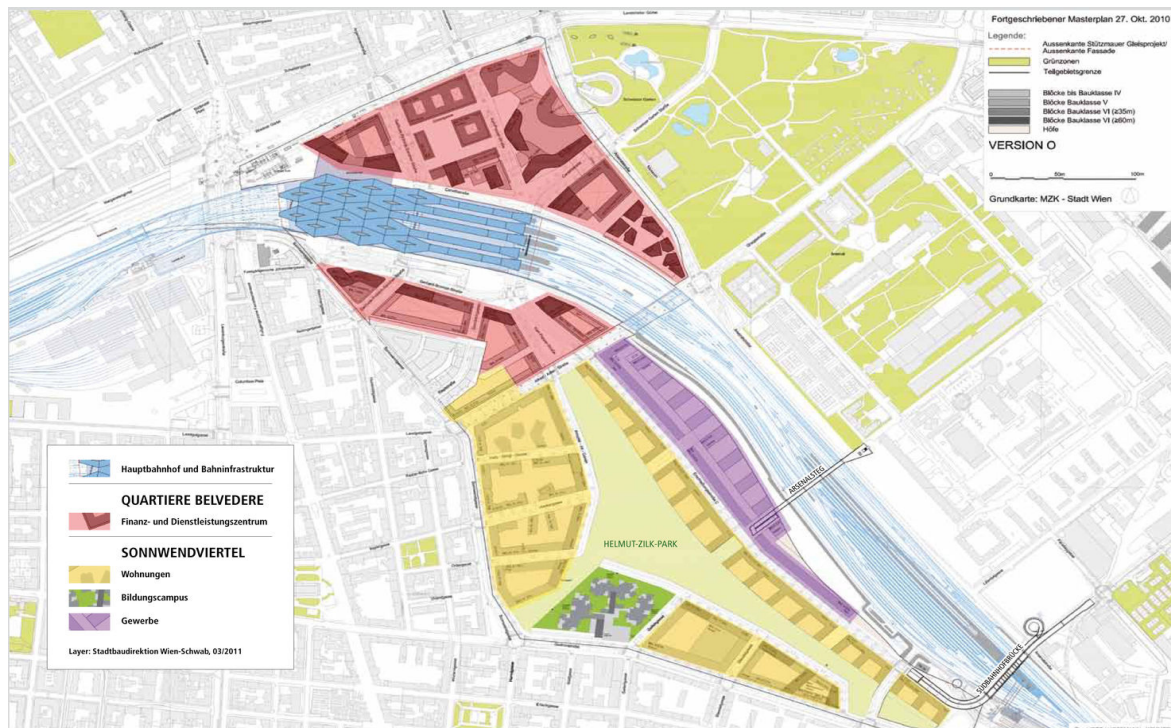
Figure 13: City Development Plan – Sonnwendviertel [27]

The building regulations allowed on the acquired building lot of roughly 26.000 sqm to build up to 132.000 sqm gross floor area (Immorent, 2007, p. 6).

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[26] https://de.wikipedia.org/wiki/Wien_Südbahnhof - retrieved 25.11.2017
[27] https://wohnservice-wien.at/fileadmin/_processed_/6/9/csm_Plan_folder_bahnorama_69ff6c403c.jpg - retrieved 14.01.2018

4.8. The Winning Architects

15 international architects from Austria, Germany, Norway, Switzerland and Great Britain were competing in the architectural contest against each other (Immorent, 2007, p. 9). The Austrian architects "Henke Schreieck Architekten ZT GmbH" won the competition.

The winning architects were selected by a mixed jury of 20 jurors consisting of architects, city delegates and members of the Erste Bank and eight expert advisors without voting rights (Immorent, 2007, p. 9). No prize money was paid, all participants were paid for their preparation (Immorent, 2007, p. 10).

Photo 8: Wooden Model Erste Campus [28]

The winning architects described their contribution as following:

"The development for the Erste Campus is based on free-floating volumes that generate an overall composition of unmistakable identity and high recognition value. Through the geometry of the structure, its scale, staggered heights and situation, the Campus and urban space flow into and over each other, there is no inside and outside anymore: the Campus becomes part of the city and the city part of the Campus.

The spatial and communicative centre of the Campus is a two-story atrium. Internal courtyards, bridges and stairways cut into this zone, offering a special spatial experience, and there are diverse connections and a range of thoroughfares. The vision for the Erste Campus is transparent, inciting architecture in close touch with nature and open to the urban environment. The new headquarters of the Erste Group should be perceived as a special – and not an everyday – living environment, as an urban cityscape that not only the employees of the Erste Campus but also the residents of the city can identify with equally.

Dieter Henke & Marta Schreieck
Henke Schreieck Architekten (Erste Group Bank AG, 2016)"

[28] http://www.henkeschreieck.at/wp-content/uploads/2016/03/04-Erste-Campus-croped.jpg - retrieved 09.10.2017

4.9. Timeline

From the architectural competition till the relocation into the new building the project lasted about eight years. The construction time took about three years.

2007 Architectual Competiion	2008 Selektion of the Architect	2012 Construction Start	2015 Construction Finish	2015/16 Move In

5. The Building – Erste Campus

Areas of the Building

The building is organised into four main areas:

1. Public Area
2. Semi-Public Area
3. Office Space (Homebases)
4. Facility areas

Photo 9: Rendering Erste Campus [29]

Besides the main areas, the Erste Campus is structured into three blocks and six building parts above the ground. Those six building parts are numbered with the letters A till F.

The first block consists of the building part A and is connected via the ground and first floor to the second block which is consist of the building parts B, C, and D. The third block is disconnected from the first two but linked with the garden deck acting as a bridge on the second floor. This was because it was planned to rent the building parts E and F to the external market.

Figure 14: Building parts A, B, C, D, E, F [30]

[29] http://www.henkeschreieck.at/wp-content/uploads/2016/03/04-Erste-Campus-croped.jpg - retrieved 09.10.2017
[30] © Auböck & Karasz

5.1. Public Area

One of the four core principles is openness and accessibility; this is why all employees and visitors this area can access the public area.

Ground floor:

- Welcome Desk
- FM Desk
- The F&B area:
  Café George, IKI, Dean & David, Campus Bräu, Al Banco
- Event areas:
  Atrium and Grand Hall
- Erste Bank branch

- Financial Life Park (FLiP) museum
- ERSTE STIFTUNG
- Business Club
- Training Center*
- Conference Area*

  access permission required

Figure 15: Ground Floor [31]

[31] http://miesarch.com/uploads/images/works/1b9eba368c90e97da4a466c97a04894ffed25c91.jpeg - retrieved 09.10.2017

5.1.1. Atrium

When entering the Erste Campus most employees and visitors will walk through the Atrium. It is the connecting hub within the headquarters. Over two floors, it connects the public with the semi-public areas with its office spaces (blocks A, B, C, and D).

Beside its connecting functions, it grants direct access to the Grand Hall, Café George, IKI, FLiP, the bank branch, and the Training Center. The public space is during working hours accessible to the general public.

The Atrium together with the Grand Hall is frequently used for internal and external events. The large open space is approved for events up to 800 pax. Because of its size and flexibility, the Grand Hall and the Atrium become very popular within the Viennese event scene.

Photo 10: Atrium - view from the second floor [32]

Photo 11: Atrium – prepared for an event

Photo 12: Atrium - at night

Photo 13: Atrium - under construction

[32] @ Ruppe M, own private collection, 4 photos

5.1.2. Welcome Desk

The Welcome Desk acts as the central reception for the building and is the primary information point on the ground floor. It welcomes the visitors, issues access cards and help guests to navigate through the building. It is usually also the meeting point for employees to pick up their guests. The Welcome Desk is operating twenty-four-seven. During the nightly hours, the security takes over.

Photo 14: Welcome Desk [33]

Besides the visitor registration, the Welcome team organises the house tours and help with information and support the different events held on the ground floor.

5.1.3. Grand Hall

With the new building, an event hall was planned. The Grand Hall can, depend on the setup, host up to 500 people. Equipped with up to date audio & video technology, and translator booths, it allows being used for all possible occasions.

Besides being used by the bank for the annual statements and other functions, the venue can be booked by third parties. Because of its size and flexibility, the Grand Hall and the Atrium become very popular within the Viennese event scene.

| *Photo 15: Grand Hall – Gala setup [34]* | *Photo 16: Grand Hall – Press Conference [35]* |

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[33] © Wind Christian
[34] www.erstecampus.at retrieved 19.01.2018
[35] www.erstecampus.at retrieved 19.01.2018

5.1.4. Erste Bank Branch

Next, to Cafe George, a bank branch was installed. It is mostly meant as a branch for the employees but is also accessible to every customer of the bank. The branch also operates as a training area for the next by training center.

The branch is based on the same concept as the homebase areas, the same materials and colours are used. The design concept is also spread to the Austrian wide locations.

Photo 17: Grand Hall – Press Conference [36]

5.2. Semi-Public Area

The semi-public area is only accessible with an authorised access card. The zone includes access to the following areas.

Ground floor
- Conference Center
- Training Center

First floor
- Conference Center
- Restaurant: Kantine

Second floor
- Restaurants: Park Kitchen
- Meeting Points
- Garden Deck

Office floors
- Meeting Points
- Lounge/Wintergarden

5.2.1. Training Center

The in-house Training Center is used for the internal education of the Erste Bank and Sparkassen employees. The educational area is connected to the back-office area and the Erste Bank branch. This allows switching between the classrooms and a real branch.

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[36] ©Erste Bank, Daniel Hinterramskogler

5.2.2. Conference Center

Two Conference Centers are available at the Erste Campus. Those meeting rooms need to be pre-booked, and catering options are available. Next, to the meeting rooms, a bar supplies food and drinks.

5.2.3. Garden Deck

The garden deck is one of the highlights of Erste Campus. The green recreation area spreads over about 7.500 m2 and can barely be seen from the street level. It connects the primary building blocks B, C & D with its second part A, and with the side building (with its blocks E & F) on the second floor. The employees have the choice to use the outdoor as a workplace.

Photo 18: FM IT Meeting at the Garden Deck [37]

The Garden Deck supplies the Atrium with its light well with daylight. The Park Kitchen terrace is also accessible via the Garden Deck offers a direct view of the Belvedere palace and the nearby Schweitzerpark.

Photo 19: Garden Deck – Spring has arrived [38]

Photo 20: Garden Deck at night [39]

[37] © Ruppe M, own private collection
[38] © Ruppe M, own private collection
[39] © Ruppe M, own private collection

Figure 16: Garden Deck [40]

[40] © Auböck & Karasz

Photo 21: Garden Deck view from the terrace [41]

Photo 22: Garden Deck, my first snowman at work [42]

[41] © Ruppe M, own private collection
[42] © Ruppe M, own private collection

5.2.4. Corporate Archive

Since its existence, the Erste Bank collected a wide range of different documents, books, and objects. A few years before the move, the decision was made to create one general collection, since most of the objects were not catalogued and stored all over the different branches and properties. A professional archiver was hired to establish the corporate archive for protecting the company's history.

Due to the move, numerous objects found their way to the archive, many valuable, unknown, or forgotten pieces were categorised and inventoried. Historical significant documents were digitalised and published within an online system.

The Erste Group not only archives paper documents, but also collect digital content and all different kinds of objects like old banking machines and advertisement products.

- Once, the bank got asked if they can support a movie production by furnishing a bank branch in the style of the sixties.
- Furthermore, the bank was able to find handwritten and printed annual financial statements for all its years of existence, except one year in the nineteen-sixties.
- A claim could be shaken off due old protocols found in the archive.
- The book "Raths = Protokoll der allgemeinen Verfassungs = Anstalt" from 1825 documents that the bank was involved in the set-up of the Austrian social insurance system (Versorgungs = Anstalt., 1825).
- More than 4.000 saving boxes could be archived and are used as a part of the exhibition at the FLIP museum.
- By the end of 2017, the corporate archive holds about 70.000 historical records, whereas 51.000 are fully catalogued.

The corporate archive in numbers:

4.206 Saving boxes	366 posters	1.400 digital pieces
3.000 books	24.749 records, documents, certificates, …	12.861 photos
6.480 historical coins	385 movies	183 audios

Table 4: Corporate Archive [43][44]

In 2018, the corporate archive online catalogue will go public, allowing the community to browse and access most of its content.

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[43] Data taken from 'Erste Corporate Archive, The Memory of Erste Group' folder
[44] https://www.erstegroup.com/de/ueber-uns/erste-campus#corporate-archive - retrieved 25.12.2017
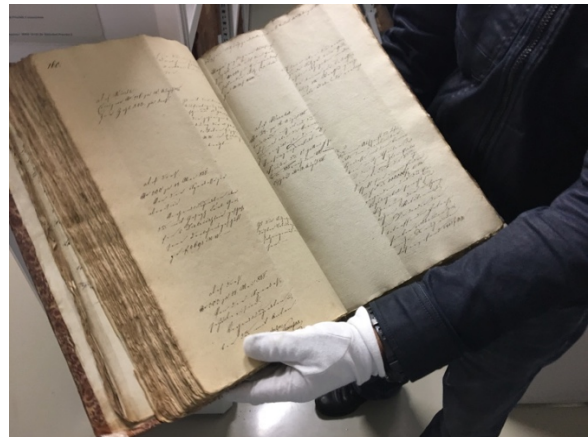
Saving boxes

Base for the Austrian social insurance

Some old saving boxes

Base for the Austrian social insurance

Old banking tools and calculators

The old logo

Photo 23: Six photos from the corporate archive [45]

5.3. Food & Beverage at the Erste Campus

To be able to provide more than 5.000 people with daily lunch a few restaurants were needed for the new headquarters. As part of the move, it was decided that most of them should be run by the bank owned subsidiary EB-Restaurantsbetriebe Ges.m.b.H. (EBR).

Now, the Erste Campus houses seven restaurants and two bars offering a broad variety of Austrian and international cuisine. Seven of them are run internally by the subsidiary which also provides catering to events held at the Atrium and Grand Hall. The two remaining Dean & David and the Campus Bräu are run by external companies.

With the move to the new headquarters, the already high standard got even better. Before most of the 25 buildings were delivered with food from the own central kitchen and warmed up at the final destination, now everything is freshly cooked.

With Kantine, Campus Bräu, Park Kitchen, Café George, IKI, Al Banco, and Dean and David seven lunch options are available at the facility. Followed by the restaurants at the nearby train station.

Restaurant	Seats	Opening Hours	Accessible by	Run
Kantine	420 seats	11 am – 14:00 pm	Employees & visitors	internal
Café George	110 seats	08 am – 19:00 pm	Open to the public	internal
IKI	210 seats Outside 80 seats		Open to the public	internal
Park Kitchen	120 seats Outside 80 seats	11 am – 14:00 pm	Employees & visitors	internal
Executive Lounge	60 seats	On-demand	Executives Level & guests	internal
Wintergarden	max 120 for events	18 am – 22:00 pm, selected days only	Employees & visitors	internal
Campus Bräu		11 am – 02:00 pm	Open to the public	external
Dean & David	50 seats	10 am – 20:30 pm	Open to the public	external
AL BANCO	53 seats Outside: 64 seats		Open to the public	Internal

Table 5: Bars and restaurants at the Erste Campus

5.3.1. Kantine

The Kantine is the main restaurant for the staff at the Erste Campus. The Kantine operates from 11 am till 14 pm and provides seating for up to 420 people at a time. It appears small due to the nearly 5000 inhabitants. The tight sizing of the seating area was purposely planned so that people would not be able to scatter; they need to sit close together and incline to bond. However, after nearly two years running the sizing appeared to be a bit too optimistic, so by the end of 2017, the canteen was extended from 360 seatings to 420. Before and after lunchtime, the restaurant can be used by everyone for meetings or hot desking.

Photo 24: Kantine [46] *Photo 25: Kantine [47]* *Photo 26: Kantine [48]*

5.3.2. IKI

IKI is a Japanese fusion style restaurant. The place is open to the public and also run by the restaurant group (EBR). All employees can use their daily lunch perk when paying for their meal. Besides the restaurant area, three private room can be booked and since 2017 outdoor seating for up to 80 persons is available.

Photo 27: IKI Restaurant [49] *Photo 28: IKI private rooms [50]*

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46 © Atelier Heiss, Toni Rappersberger
47 © Atelier Heiss, Toni Rappersberger
48 © Atelier Heiss, Toni Rappersberger
49 © Gross Jan
50 © Ruppe M, 2017 own private collection

5.3.3. Park Kitchen

The Park Kitchen offers sophisticated luncheon to the employees and their guests. Its prices are about 50% higher than the Kantine. Three different mains one vegetarian, one fish, and one very meaty are offered for lunch, which are changed twice a week. The restaurant operates during working days from 11 am till 14 am and can also be booked for functions in the evenings and weekends. Also, outdoor seating is available during the summer months.

Photo 29: Austrian Burger [51]

Photo 30: Tofu and Vegetables

Photo 31: Fresh fish

Photo 32: Dessert

Photo 33: Dessert

Photo 34: Mirroring windows
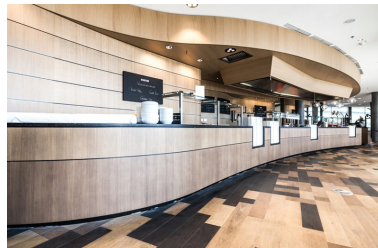

Photo 35: Seating area [52]

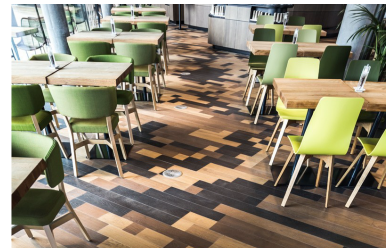*Photo 36: Meal delivery [53]*

Photo 37: Seating Area [54]

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[51] © Ruppe M, 2017 own private collection, 6 photos
[52] © Silveri Wolf, 2016
[53] © Silveri Wolf, 2016
[54] © Silveri Wolf, 2016

5.3.4. Campus Bräu

Campus Bräu is an Austrian styled beer pub offering Austrian cuisine and different beers types from the tap. The place is open to the public and run by externals. All employees can use their daily lunch perk when paying for their meal.

Photo 38: Campus Bräu [55]

5.4. Facility Areas

The facility areas of the building are only accessible to the maintenance staff and facility management. Most of these areas are underground.

5.5. Services at the Erste Campus

The following services are provided to the employees of the Erste Group.

5.5.1. FM Desk

The FM Desk acts as single point of contact for most facility-related services around the Erste Campus. New employees can pick up their carrier and access cards. The FM Center is the contact point for all employees and the external technician registration. Up to three FM employees are working parallel to service their co-workers.

Main responsibilities
- Access cards
    - Issuing replacement access cards
    - Hand out of new access cards and carrier for new employees
    - Hand out of parking cards

- External Technician registration
    - Key handling
    - Access Card handling
    - Registration

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[55] © Derenko GesmbH

5.5.2. FM Center

All employees can submit their incidents and request via the service Portal Portus to the FM Center, which is operated by the internal facility management department. The internal helpdesk distributes all requests to the right recipients and gives feedback to the submitter. Additional an emergency telephone hotline is available. The FMC is also an excellent source for what is currently going on inside the headquarters and all branches since the portal is used by all 15.000 Austrian employees.
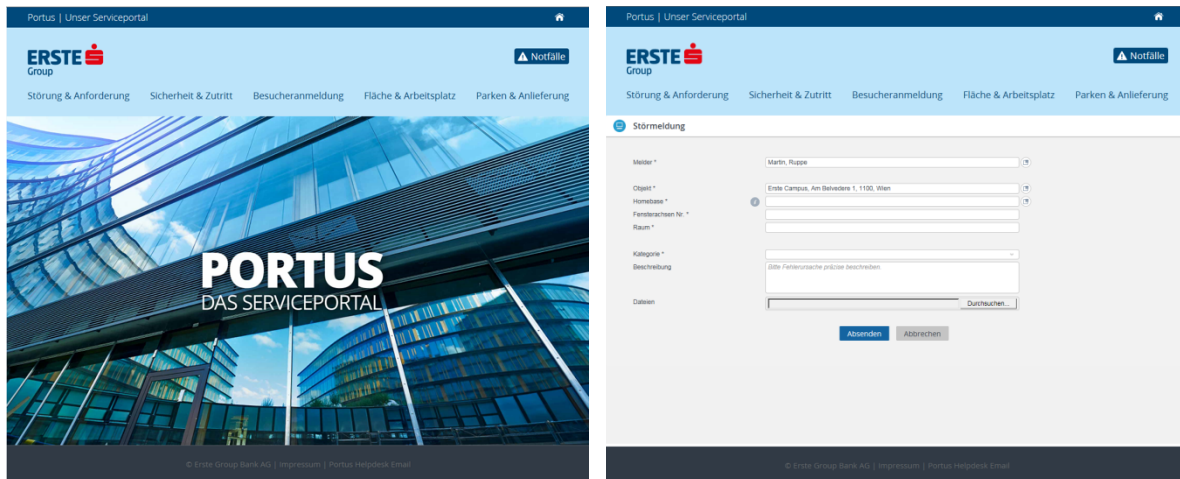

Photo 39: Service Portal Portus

5.5.3. IT Service Point

In case employees have issues with their computer equipment or forgot their notebook at home, they can go to the IT Service Point to get instant help and replacement equipment. Previously such walk-in points were not available to all of the old locations.

5.5.4. Health Center

The Health Center supports the well-being of the employees. It offers vaccination programmes, health checks and fitness courses. Most of the services are free of charge, some of the courses might ask for a little contribution.

5.5.5. Kindergarten (MiniCampus)

With the new headquarters also, a kindergarten was erected. An external organisation runs the MiniCampus. The available spots for children are first exclusively offered to the employees of Erste Bank.

5.5.6. Cleaning

In collaboration with a cleaning company, the employees can dispense their dirty laundry at the Erste Campus. An email / SMS service sends notifications once their laundry is ready for pickup.

5.5.7. Grocery Shopping

In cooperation with an Austrian supermarket chain, the employees will have the possibility to order their grocery shopping online and to collect it at the Erste Campus when leaving work. Therefore, a particular fridge will be erected. The pilot is planned for the second quarter of 2018.

5.5.8. Workers Council

The worker's council consults the employees about their legal rights and help to resolve issues with co-workers or the employer. Furthermore, it is possible to buy coupons for selected shops granting special discounts.

5.6. Office Space

At the Erste Campus, the office space is called Homebase. The following chapter will dive deeper into the work area.

6. Homebases (Office Space)

Each office floor of a building part consists of two homebases and one meeting point. The location of a homebase within the building can easily be seen in its name. The letter of the Homebase code tells about the building part (A till F) the first number tells the floor and the last number indicates if it is the first or second homebase of the level. Those two homebases are always accessible via a Meeting Point which itself is connected to the elevator section.

Homebase	Building part	Floor	Homebase #	Meeting Point
Homebase A 3.1	A	3	1	Meeting Point A3
Homebase A 3.2	A	3	2	Meeting Point A3
Homebase D 7.2	D	7	2	Meeting Point D7

Table 6: Homebase naming examples

Every employee is allocated to a homebase and can freely move between homebases where people from his department are assigned.

A homebase is structured into three different zones.

1. Workplace (white)
2. Middle zone (green)
3. Meeting rooms and think tanks (orange)

The meeting rooms (orange colour) and workplaces are always located along the two glass facades fronts, whereas the middle zone (green colour) connects them.

The window front is structured into blocks, each of them can hold four workplaces, a team desk for six persons, two thinks tanks or one meeting room.
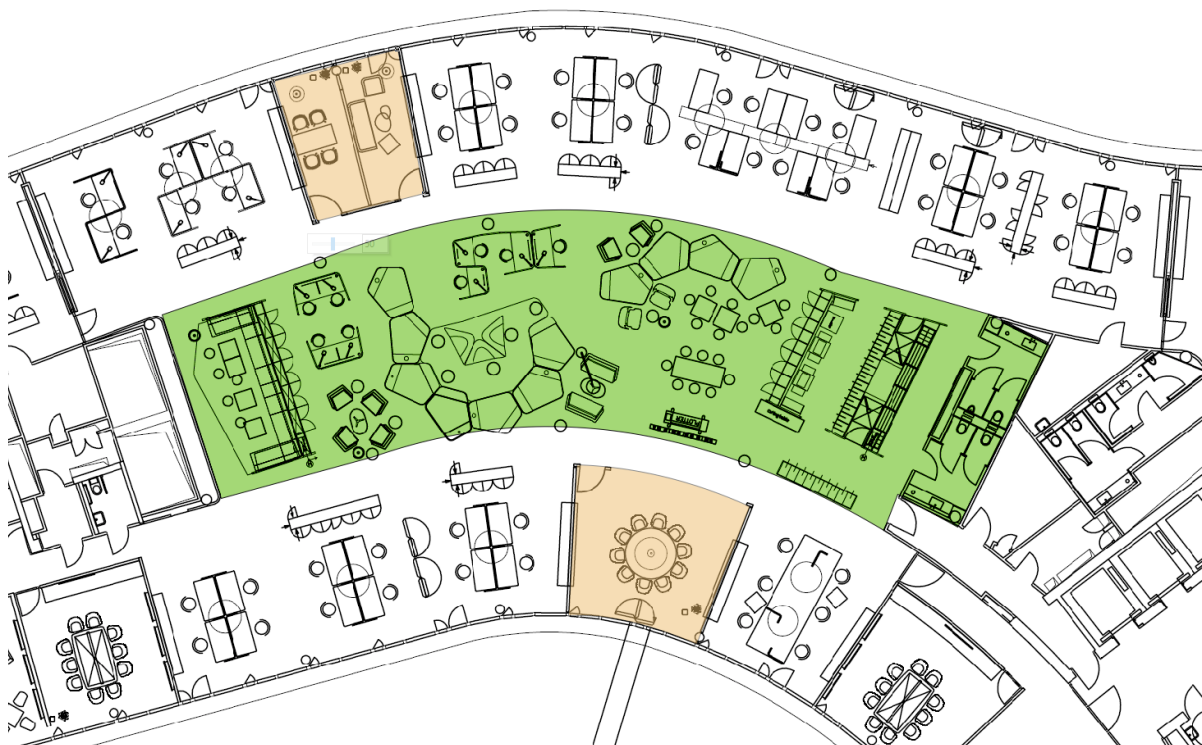

Figure 17: Homebase Layout

6.1. Workplace Types

During the evaluation and test project phase, three workplace types were defined and implemented at the new headquarters: Standard (backbone), Focus, and Team Workplace. The Backbone workplace is a version of the standard workplace.

Figure 18: Areas for different focus of work
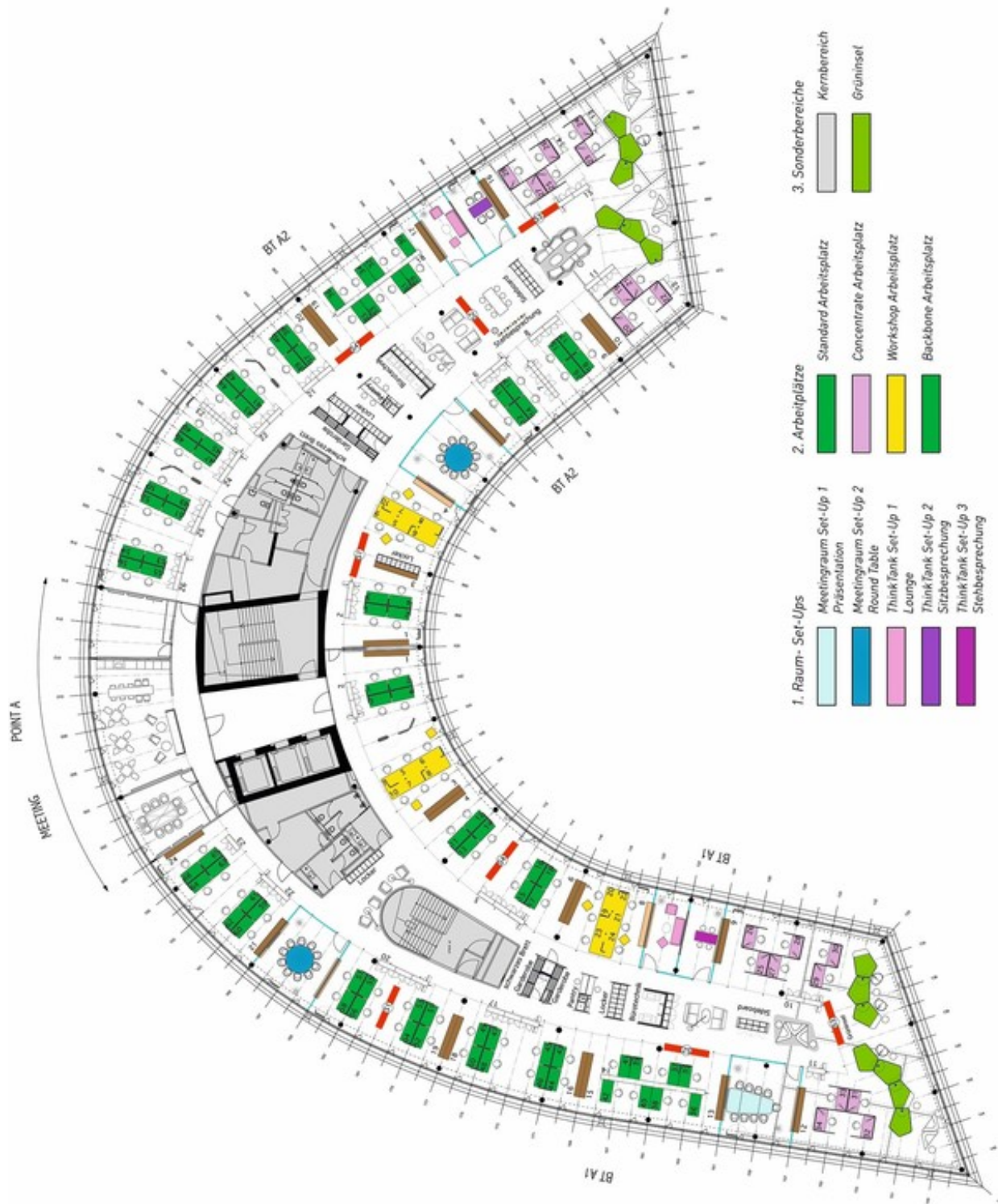
Figure 19: Homebases with workplace types

6.1.1. Standard Workplace

Most of the provided workplaces of a homebase will be the standard desk. The table is surrounded by a green acoustic element and has besides an adjustable office chair a 24-inch LCD monitor and network cable. The desks can be electronically raised to a high table and can remember three different profiles.

Photo 40: Standard workplace [56]

6.1.2. Backbone Workplace

The second most common setup is the backbone workplace which also counts as a standard workplace. The tables have no acoustic elements and have besides an adjustable office chair a 24-inch LCD monitor and network cable. The desk high can be manually being adjusted. The backbone setup includes furniture for additional storage. A backbone uses two segments providing eight workplaces.

Photo 41: Backbone workplace [57]

[56] © Rappersberger Toni

6.1.3. Team Workplace

The team workplace offers space for up to six persons. Similar to the focus area, the Homebase Habits have an addition to the project space. Since it is not possible to reserve area in advance, colleagues have to leave and switch seats if another group needs the space for project work.
The team workplace can only be adjusted to the demand of the group. If no team needs the team workplace, additional smaller acoustic panels can be placed on top to grant more privacy.

Photo 42: Team meeting table [58]

6.1.4. Focus Workplace

The focus workplace is visually very similar to the standard workplace. The acoustic panels are slightly higher and the table with smaller. The more upper panels allow the people to be more protected from noise and makes them able "hiding" them self.

The most important difference of the focus area is not the physical appearance of it. The homebase habits have a unique addition; it is not allowed to approach people there and not to talk to them. This quiet area is meant to enable people to work without being distracted by other colleagues or the general noise of the office space.

Photo 43: Focus workplace [59]

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[57] © Rappersberger Toni
[58] © Gross Jan
[59] © Ruppe M, own collection 2018

6.2. Middle Zone

Whereas, the facade fronts are used for workplaces, think tanks, and meeting room, the middle zones are used to provide supporting functions to the employees.

The middle zone setups are similar to all homebases; the common functionalities are available to all, some additional functions are only available in selected floors.

The following standard functionalities are to be found in the middle zone:

- Personal lockers
- Garderobe
- Telephone booth
- Printer & shredder
- Department post boxes
- Cupboards for office supplies

- Bathrooms
- Hot desks
- Additional seatings
- Different meetup setups
- Recreation module
- Temporary workplaces

Additional functions (only selected Homebases)

- Additional storage

- Tea kitchen

The wardrobe, phone booths, and lockers are usually carried out as combined furniture. The employee's access card will open and lock a personal locker and authorise for printers.

The hot desks in the middle, are meant for short time usages like between meetings or visitors. Different meetup setups can be used for ad hoc or short meetings.

Photo 44: Middle zone – example [60]   *Photo 45: Middle zone - green zone* [61]   *Photo 46: Middle zone - adhoc seats* [62]

6.3. Homebase Meeting Rooms

Besides the meeting possibilities of the middle zone, two other areas can be used for meeting within a homebase, granting more privacy to its participants. The walk-in rooms "Think tanks" for ad hoc conversations and the bookable meeting rooms along the window fronts.

[60] © Ruppe M, 2018 own private collection
[61] © Ruppe M, 2018 own private collection
[62] © Ruppe M, 2018 own private collection

6.3.1. Think Tanks (ad hoc)

Think tanks are smaller meeting places for up to four people. Different to the dedicated meeting rooms, they cannot be booked. Those spaces are walked in only – first come first serve – for ad hoc meetings, phone calls, or quiet area.

Depending on the size of a homebase one or two think tanks are installed. There are three different setups for the think tanks:

1. **Meeting Room** – with a screen, desk, four chairs, and a flipchart wall.
2. **Living Room** – sofas, sofa table, and a flipchart wall.
3. **Stand Meeting Room** – with a screen, standing table, and a flipchart wall.

Photo 47: Think Tank – living room setup [63]

Photo 48: Think Tank – meeting room setup [64]

6.3.2. Meeting Room

The dedicated homebase meeting rooms along the window fronts can be booked and are designed to hold up to ten people.

Besides the desk and seating, the homebase meeting rooms are equipped with a screen, video conference devices, and a flipchart wall.

Photo 49: Homebase - meeting room, roundtable [65]

[63] © Ruppe M, 2017 own private collection
[64] © Ruppe M, 2017 own private collection
[65] © Ruppe M, 2018 own private collection

6.4. Meeting Points – Communication Areas

The Meeting Points (MPs) are the linking zones between the elevators and to the homebases. It is the area where employees can come together and where visitors can be picked up since it is the area where each registered visitor and employee have an admission. When entering a meeting point, the back of the tea kitchen is used as a brand-walls as part of the guidance system of the Erste Campus. They tell which departments can be found on the current floor and homebases.

The standard layout of a meeting point consists of two conference rooms with a tea kitchen in between. Both are equipped with an LCD screen and at least one of them with a video conferencing device. The meeting rooms can be booked by every employee and aren't exclusively assigned to the bordering homebases.
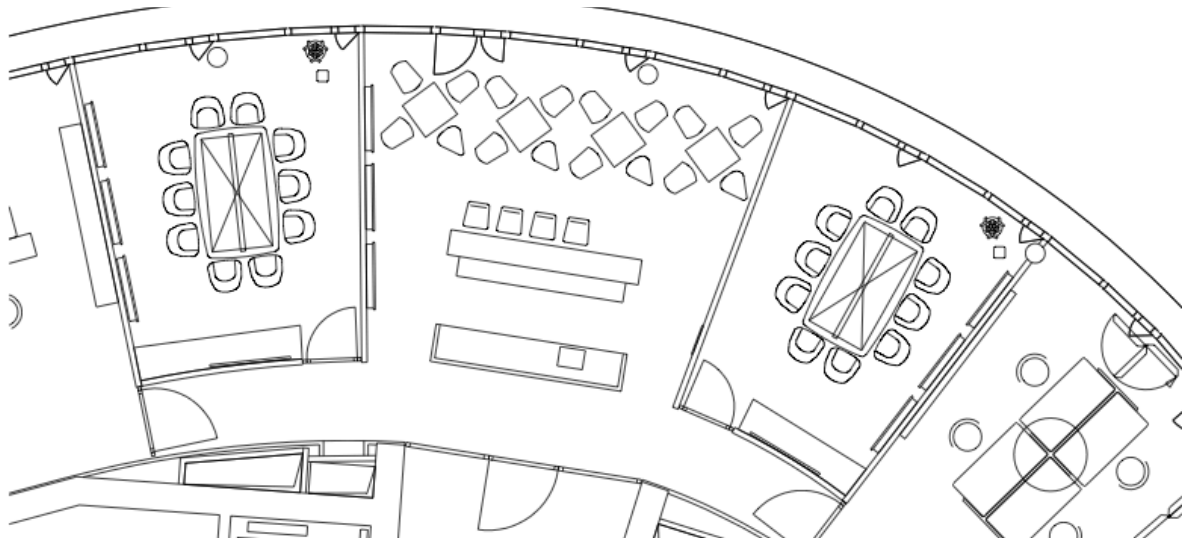
Figure 20: Meeting Point Layout

Each tea kitchen is equipped with a coffee machine, a water cooker, a soda machine, a dishwasher, and a fridge. Coffee and tea are provided by the employer. Per year more than 19.000 kilograms of coffee is consumed. The MPs are meant to get drinks, meet people, and to eat little snacks. They are not meant for cooking own lunches. Therefore, a warm-up kitchen is provided on the ground floor. Besides the kitchen equipment, the kitchen area is furnished with a bar, bar stools, tables, chairs and acoustic modules.

In the beginning, it was planned to provide bottled mineral water to all employees, but soon estimations visualised a huge logistic challenge when considering bottled water for more than 4.600 people. Vienna has excellent tap water quality; it is provided via a long water aqueduct coming from the Styrian Alps; the concept was changed to a carbonating water tap system.

Photo 50: Meeting Point - Tea Kitchen [66]

Photo 51: Meeting Point - Brand Wall

Photo 52: Meeting Point - Meeting Room

[66] © Ruppe M, 2018 own private collection, 3 photos

7. The Move & New Work Environment

7.1. Timeline

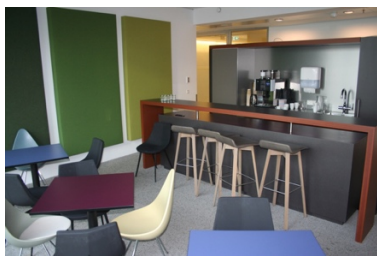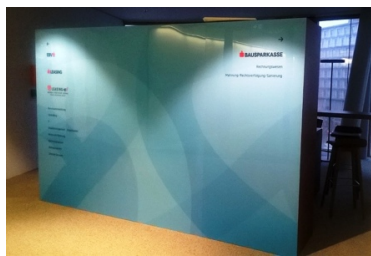From the architectural competition till the relocation into the new building the project lasted about eight years. The construction time took about three years.

| 2007 Architectual Competiion | 2008 Selektion of the Architect | 2012 Construction Start | 2015 Construction Finish | 2015/16 Move In |

7.2. The Move

The relocation of 4670 employees was performed with four waves. The first movers were specially selected and called "the friendly movers" to indicate that not everything might work smoothly from the beginning. The first wave started working on Monday 22nd of December 2015, followed by three other rounds in a monthly interval.

7.2.1. Employee Move

The employees of each move wave started working at the beginning of the working week. The week before, they had to leave work Friday by 12:00 and had to take all their personal belongings and personal equipment with them. All other items had to be packed into provided labelled boxes. The box label contained the destination (homebase) at the Erste Campus and the employee's name. Over the weekend, starting with Friday 12:00, the transportation company transported all boxes to the Erste Campus, each Homebase had defined drop area where all the boxes where placed. By Monday 9:00 the employees could start working at their new office.

7.2.2. Clean Up – Phase

Prior the move dates three clean-up dates were announced to prepare all departments and its employees for the move. It was a chance to clean up all the existing storages and archives. A total amount of more than 200 tons of paper could be recycled.

During the clean-up phase, many historical items were found and handed over to the corporate archive. The archive documented all received items and sent some to be professionally restored to be conserved for future generations.

7.2.3. Contributing

During the clean-up phases, office equipment and material which was not needed in the new environment got collected and was donated to charity organisations. This took part of one of the charity operations of the internal charity organisation Time Bank.

Besides the office material, some furniture (desks, chairs, lamps, and flipcharts) were contributed to welfares as well.

7.3. Unifying the IT Hardware

Prior the move an IT rollout change all existing personal computer hardware with didn't match with the new unified standard for the Erste Campus. Especially the desktop workstations were replaced with notebooks. Otherwise, the workplace concept with its desk-sharing concept would not work.

7.3.1. Employee Technical Equipment

After unifying the technical components, each employee working at the Erste Campus was supplied with the following gear:

- Notebook with Keyboard, mouse, and headset (wireless or cable version)
- Notebook bag or backpack
- Smartphone (iOS)
- Carrier (provided at the Erste Campus)
- new access card

The so-called "Carrier" is a bag designed to fit into the personal locker and to hold the individual equipment including one paper binder. The employees could choose if their keyboards, mice, and headsets were wireless or not.

Every day, the users need to clean their desks and lock their equipment when leaving the office or to take their equipment with them home. Most people leave their keyboards and mouse in the locker and take only their notebook and headset with them when travelling or working from home. Every person can request a second keyboard and mouse set for working from home.

The computers are available in three different categories:

- sub-notebook: screen size 12", lightweight
- standard notebook: screen size 15"
- performance notebook: advanced CPU performance, and higher amount of memory

The new access card allows besides admission to the building and its different areas to authorise at printers, pay for their lunch, and to open and close different lockers (personal, department, training centre).

Photo 53*: Standard Equipment Erste Bank Employee* [67]

Photo 54*: Employee carrier* [68]

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[67] Erste Bank Intranet News „Erste Campus IT Equipment", 19.03.2015 retrieved 08.12.2017
[68] © Ruppe M, Own photo collection

7.4. Workplace Rules: Homebase Habits

Using an office together demands common rules. As part of the change management, a set of rules were elaborated to enable efficient collaboration. The following habits where introduced with the new headquarters. Also, every department of a homebase could adopt additional rules for their area. Therefore, the last point "…respect the supplementary agreements…" was added.

"Good Home Base Habits
to get along well together

- We take advantage of the many different ways of working and communicating, and only take up one workspace (standard-, focus-, team workspace) at any one time
- We eat outside the Home Base in the areas provided (e.g. the kitchen in the Meeting Point, restaurants, the café, …), to prevent dirt or odours building up in it
- We are considerate of each other and respect our colleagues' needs
- We clear everything away and leave the workplace looking clean if we are going to be away from it for more than 3 hours
- We are careful with data and information in the Open Space, too
- We speak out if something is bothering us and look for a solution with everyone concerned
- If we want/need to work in another Home Base, we respect the supplementary agreements for that Home Base"

Figure 21: Homebase Habits

8. Impacts of the New Work Environment

Data analytics and metrics are an integral part of efficient businesses. Data is an excellent source for measuring success and for identifying areas to improve.

The new headquarters combined with its new functions and data allows drawing reports which wouldn't be possible in the past. The following chapter tries to gather the existing data together helping to visualise the impact the move had on the organisation.

The primary data sources for the upcoming analysis will come from the integrated workplace management system (IWMS) as well as interviews with the involved departments.

Not all improvements, initiated through workplace projects, are easy to measure. Whereas space efficiency is pure to identify; optimising of business processes, employee satisfaction or increasing retention time of employees take a longer time collect data and to be comparable.

8.1. Former Buildings

The following table lists the areas and the number of workplaces of all twenty-five consolidated buildings. The area includes all floors including the basement floors.

#	Property	Gross Area (m^2)	Net Area (m^2)	Workplaces
1	Graben 21	32.400	24.100	530
2	Habsburgergasse 1	1.500	1.200	86
3	Habsburgergasse 2	1.875	1.500	80
4	Brandstätte 7-9	9.000	7.200	284
5	Börsegasse 14	16.500	13.200	846
6	Neutorgasse 10 / Werdertorgasse 5-7	17.250	13.800	309
7	Neutorgasse 2	840	700	65
8	Neutorgasse 4-8	1.900	1.600	121
9	Obere Donaustraße 17-19	14.400	12.100	598
10	Obere Donaustraße 21	950	800	66
11	Nemelkagasse 9	4.800	4.000	154
12	Gaudenzdorfer Gürtel 67	8.100	6.900	364
13	Mariahilfer Straße 121b	3.200	2.700	140
14	Mariahilferstraße 41-43	3.400	2.900	170
15	Windmühlgasse 22-24	5.400	4.300	259
16	Linke Wienzeile 120	2.375	1.900	106
17	Friedrichstraße 10	700	600	41
18	Heumarkt 4	1.100	900	66
19	Marokkanergasse 5	1.050	900	21
20	Marokkanergasse 7	480	400	45
21	Fleischmarkt 18	240	200	5
22	Beatrixgasse 27	13.600	11.500	327
23	Gottfried Keller Gasse 1	3.700	3.100	139
24	Grimmelshausengasse 1-3	12.000	10.200	226
25	Strohbohrgasse 6	3.000	2.550	90
	Total	**157.710**	**129.250**	**5.138**

Table 7: List of the old office buildings

8.2. Gross Floor - and Construction Area

With the Erste Campus, a significant reduction of the gross floor and construction area ratio could be achieved. The decline from 22,02 % to 12,49% equals - 43,38%. A great proportion of the construction area is dedicated to the nearly 60 cm spacing between the two glass layers of the double-shell façade. A different construction design would have allowed an even lower ratio.

The inside window front is fully insulated, and the spacing of the front glass layer needs to be ventilated with fresh air to prevent the inside windows from condensing. Due to that fact, the outside glass only adds a low additional insulation benefit. The advantages are the additional sound insulation, the wind protection of the sun shading system and the architectural appearance of a full glass-shell.

The overall gross floor and net floor area of the new HQ are higher than the total of the old buildings. This is also because the Erste Campus was not planned to be only more space efficient and smaller than the old 25 locations. The new HQ should have an attractive space. In future, a reduction of the space per employee below the rate of the old metrics can be achieved with an increase of the desk-sharing rate.

Property	Standard Workplace	Gross floor area	Net floor area	Ratio construction
Former 25 locations	5.138	157.710 sqm	129.250 sqm	22,02 %
Erste Campus	4.441	173.232 sqm	151.593 sqm	12,49 %
Changes	- 13,57 %	+ 9,84 %	+ 17,28 %	- 43,28 %

Move situation: 4670 employees	Gross floor area	per workplace	per employee
Former 25 locations	157.710 sqm	30,69 sqm	33,77 sqm
Erste Campus	173.232 sqm	39,01 sqm	37,09 sqm
Changes	+ 9,84 %	+ 21,31 %	+ 8,96 %

Current situation: 5219 employees	Gross floor area	per workplace	per employee
Erste Campus	173.232 sqm	39,01 sqm	33,19 sqm
Changes	+ 9,84 %	+ 21,31 %	- 1,71 %

Gross floor per desk-sharing rate:	93 %	83 %	80 %	75 %
Erste Campus	37,09 sqm	33,19 sqm	31,20 sqm	29,25 sqm

Table 8: Erste Campus – Gross and construction area

8.3. Net Floor Area

The total net floor area is about 36% higher than the former 25 buildings combined.

Move situation: 4.670 employees	Gross floor area	per workplace	per employee
Former 25 locations	129.250 sqm	25,15 sqm	27,67 sqm
Erste Campus	151.593 sqm	34,13 sqm	32,48 sqm
Changes	+ 17,28 %	+ 35,69 %	+ 17,28 %

Current situation: 5.219 employees	Gross floor area	per workplace	per employee
Erste Campus	173.232 sqm	34,13 sqm	29,04 sqm
Changes	+ 9,84 %	+ 35,69 %	- 1,71 %

Net floor per desk-sharing rate:	93 %	83 %	80 %	75 %
per employee	34,13 sqm	29,04 sqm	27,30 sqm	25,60 sqm

Table 9: Erste Campus – Net floor area

8.4. Desk-Sharing Rate

Before we continue it is essential to understand Erste Bank definition of the desk-sharing rate:

$$\frac{\text{Available physical workplaces}}{\text{Employees (headcount)}}$$

This calculation is not differencing between full-time and half-time employees. Every worker is calculated as a full-time worker. Also, the average sick leave of about 9,6 days in the financial sector and the five to six weeks of paid vacation are not taken into account. [69]

With the new headquarters the bank targets a desk sharing rate of 80 %, meaning for every ten employees, there are eight physical tables available (standard, backbone, focus, and team).

Formerly, every employee had their dedicated desk, but in reality, it was even more. Due to the inefficiency of most of the old buildings, the desk-sharing rate was around 110%.

KPI	Erste Campus - after the move	Former 25 facilities
Desk sharing rate	93 %	~ 110 %
Employees	4670	4670
Workplaces (Desk-sharing)	4341	5138
Workplaces (Total)*	4431	

Table 10: Erste Campus – Workplaces

*In total there are 4431 workplaces at the Erste Campus, but 100 of them do not take part of the desk-sharing concept. Those tables can be found on the ground floor and are used

[69] https://www.statistik.at/web_de/statistiken/menschen_und_gesellschaft/gesundheit/gesundheitszustand/krankenstandstage/index.html "Krankenstandsfälle und -tage 2016 nach Wirtschaftsklassen und Geschlecht – retrieved 22.01.2018

by the external post office, external auditors, the Erste Stiftung, the bank branch, and an external insurance company. The affected space is included in the overall workplace calculation since they are mostly supporting the employees with additional services.

After the move, the desk-sharing rate was at 93% percent. The following two years, another 550 people were employed bringing the desk-sharing rate down to 83%.

Figure 22: Current Desk Sharing Rate 01/2018 [70]

German	English translation
Mitarbeiter	Employee
Feste Arbeitsplätze	Physical Workplace

8.4.1. The Efficiency of Workplaces

The desk sharing-rate displays only its theoretical occupancy during its time of usage, whereas the workplace itself is unused most of its time. In Austria, a work contract without an over hour agreement is usually for 38.5 hours a week and five weeks of paid holiday. Considering the workday is 7,7 hours long, the workplace stays unused for most of the remaining day. The workplace will be used during the work week (Monday till Friday) only 32 % of its time. Including the weekend into the calculation, the figures drop even lower to less than a quarter of its existence. Promoting different time models and maybe also promoting Saturday as an option could increase the workplace efficiency. Using Saturdays would increase the usage of the building to up to 27,50 %.

	Usage	Total	Ratio used	Ratio unused
Workday (7,7 h)	7,7 h	24 h	32 %	58 %
Week	38,5 h	168 h	23 %	67 %

Table 11: Workplace efficiency usage

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[70] Data taken from the CAFM system - retrieved 22.01.2018

8.4.2. Future Desk-Sharing Potential

The current desk sharing rate of 83 % shows that there is still space for additional 200 employees before dipping below the set target of 80%. For future development reducing the desk-sharing rate for each additional 5% would create capacity for another 360 employees.

Desk sharing	Employees	Delta to 80%
93 %	4.670	- 756
83 %	**5.219**	**- 207**
80 %	5.426	+ / - 0
75 %	5.788	+ 362
70 %	6.201	+ 775
65 %	6.678	+ 1.252

Table 12: Desk-sharing rates

Figure 23: Current Desk Sharing Rate & Potential, 22.01.2018

German	English translation
Aktueller Platz für Mitarbeiter 80%	Possible additional employees to reach 80% the desk-sharing rate
Platz für Mitarbeiter (75%)	Possible additional employees to reach 75% the desk-sharing rate
Mitarbeiter am Campus	Employees (office) working at the Erste Campus
Arbeitsplätze	Physical workplaces, without the 100 workplaces on the ground floor

A desk-sharing rate of 80% is already reached by considering 5 to 6 weeks of vacation and average sick leave of 1,5 weeks per employee. This makes already a maximum availability of 86,54% at the office building. One day of home office, if taken every week, would result in a drop to 69,23 %. Considering an average office-desk presents of 67% would come down to 46,38% allowing theoretically two employees to share one workplace. Using a desk for less than 50 % is a radical approach. But, 70% should be more than achievable by the Erste Group. To dip below the 80 % desk sharing rate, a couple of actions will become necessary and would require active workplace management for the coordination.

Of course, it would require a few adoptions to the concept. The current desk sharing rate is not differing between full time (FTE) and part-time employees. The possibility of a home office isn't frequently used by most of the employees and also not put into the account. Also, the overuse of calling an homebase a compliance area needs to be questioned, as its three times higher as planned.

Getting below 80 % would require an active workplace management team, that coordinates and monitors the requirements of the different stakeholders. Similar to the change management process before the move, it would need support from the top management so that the concept of the Erste Campus also stays in future success as it is today. Line management would need to be more aware of how to organize the office

appearance of their staff, and the employees would need to live the (updated) Homebase habits even more as they do already.

- Currently, there is no ongoing workplace strategy in place. The creation of a workplace management department at Erste Bank, responsible for the continuous adoption of the workplace would ensure that also future requirements of the different stakeholders are fulfilled within the workplace concept.

- Now, every employee is allowed to work one day from home, but not everyone uses this opportunity. Further increase of the desk-sharing rate will only be possible if the workforce consumes those days. Therefore, home office needs to be more promoted and enforced by the direct management. Line management would need to be more aware of how to organize the office appearance of their staff, and the employees would need to live the (updated) Homebase habits even more as they do already.

- Mostly external working employees could be provided with a desk booking allowing them to pre-book a desk or to search quickly for empty desks around the Erste Campus.

- The learnings of running the Erste Campus for a little bit over two years should be added to the workplace strategy, like Furniture improvements, the equipment of the meeting rooms, and optimising of the meeting room booking.

- Promoting Saturday as a possible option at the office could be interesting for office workers without a family allowing them to be more flexible when they work.

- Further improvements might also require the adoption of the Homebase Habits.

The following table aligns the necessary steps with possible desk-sharing rate targets.

Desk sharing	Measurements
> = 80 %	No additional actions needed. Creation of an active workplace management department recommended
70 > 80 %	Creation of an active workplace management department Adaption of the homebase habits Promote usage of the home office day Evaluation of required furniture adaptations Increase the F&B capacity
60 > 70 %	Adaption of the homebase habits Evaluation of required adaptations Plan presence of part times workers Furniture adaptations
< 60 %	Further adaption of the homebase habits Promote Saturday as a possible day at the office Up to two days of home office

Table 13: Desk sharing measurements

8.5. Move Management - Employee Move Support

Speaking with Mr Michael Tinhof from the space management department, revealed that since the move hardly any request concerning single employee movements had been made. Whereas in the past nearly every move was supported by his department. Now a supported move only happens when whole departments settle to another floor, and some transportation of folders and equipment is needed.

8.6. Human Resources and Employee Motivation

8.6.1. Employer Brand Image

Most companies do not have a department for managing their brand or employer image. According to (Leary-Joyce, 2004) this is not required because every corporation has a brand image, whereas some companies just aren't aware.

As part of the human resource department, a section is dedicated to employer branding at the Erste Group. Christian Dorfinger Head of Employer Branding & Recruiting states at a monthly employee information session that the Erste Campus has a noticeable effect on the recruiting of new talents. Moreover, that according to studies like the trendence Institute and online employer rating web pages the Erste Group has the best standing in comparison to all other Austrian banks. Besides an active presence at conferences, carrier fairs, university, and talks Erste Bank grants up to 700 temporary internships to students.

kununu.com, an employer rating webpage, rates Erste Bank as the top bank to work for in Austria. The current overall score is 3,95 whereas 5 is the highest score. The ratings of the last six months climb to 4,07. All direct competitions score lower: Bank Austria 3,51, RBI 3,59 and BAWAG with 2,8. The data was retrieved on 24.02.2018.

Top-Employer	Percent	# 2017	# 2016	# 2015	Change since 2016
Red Bull	10,90%	1	1	1	0
BMW Group	10,40%	2	2	2	0
Google	8,50%	3	3	3	0
European Commission	6,70%	4	new		
Austrian Foreign Ministry	6,30%	5	5	8	0
Erste Bank and Sparkassen	**6,30%**	**5**	**19**	**10**	**+14**
Wirtschaftskammer Österreichs	6,00%	7	new		
Apple	5,40%	8	4	4	-4
Oesterreichische Nationalbank	**5,20%**	**9**	**new**		
Austrian Airlines	5,10%	10	17	28	+18
BCG	5,00%	11	14	15	+4
Deloitte	4,90%	12	22	17	+5
EY	4,90%	12	19	19	+7
Raiffeisen Zentralbank	**4,60%**	**16**	**8**	**6**	**-10**
OMV	4,40%	18	18	19	+1
voestalpine	4,40%	18	6	7	- 12
McKinsey	4,30%	20	26	21	+6
PwC	4,30%	20	28	28	+8
IKEA	2,40%	34	28	28	-6
Bank Austria	**2,30%**	**36**	**23**	**23**	**-13**
Deutsche Bank	**2,10%**	**39**	**50**	**37**	**+11**
Oberbank	0,50%	87	new		
BAWAG P.S.K.	0,30%	100	new		
Volksbank	0,30%	100	76	75	-24

Table 14: Employer Attractiveness [71]

The trendence Institut performs every year a study with graduates about their perception of attractiveness of corporations (trendence Institut, 2017) (trendence Institut, 2016). According to those two surveys, most of the other Austrian banks dropped in their attractiveness for new talents. The survey for 2016 ended with February 16, and therefore

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[71] (trendence Institut, 2017) (trendence Institut, 2016)

the will hardly reflect the effects by the new headquarters which opened end of December 2015. Erste Bank marks the 5th place, the best ranking they had. The next bank within this ranking is Austrians central bank (Oesterreichische Nationalbank), followed by the first competitor Raiffeisen Zentralbank placed 19th. Bank Austria, which used to be one of the top banking institutes dropped down to the 36th place. From the top 6 companies only Red Bull, the Austrian Foreign Ministry and Erste Bank provide a noteworthy number of workplaces within Austria.

8.6.2. Current Generation and Gender Distribution at Erste Group

The new workplace concept is used at the headquarters and a smaller area at the IT building, which was the test setup for the new concept. The following figures are only considering the employees are working at the Erste Campus.

The numbers show that the current generation distribution is about 20% Baby Boomers, 47% Generation X and 30% Millennials. Only a low amount belongs to the veterans and the upcoming Generation Z, whereas the before 1946 born will soon entirely disappear, the youngsters will increase their share at the workforce. Interesting to see is, that the gender statistics, of generation X, Y and Z are well-balanced.

According to the Diversity Group Export of 2016 (Budway, 2017, p. 2), 29% of the top management position are held by women, which is an increase of 1% compared to 2015. The female supervisor board member share climbed from 23.5% to 34%.
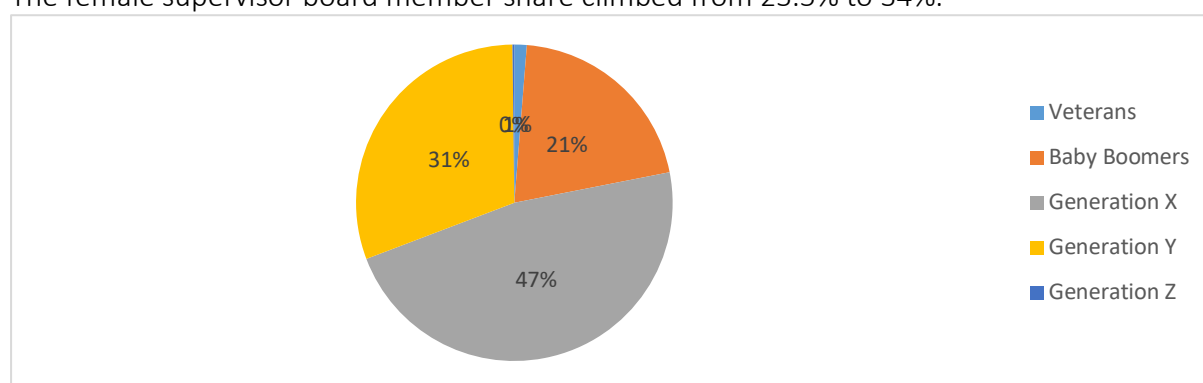
Figure 24: Share of Generations at the Erste Campus [72]

Generation	Total share	Male	Female
Veterans	1,26 %	88 %	12 %
Baby Boomers	20,64 %	61 %	39 %
Generation X	47,32 %	51 %	49 %
Generation Y	30,58 %	50 %	50 %
Generation Z	0,19 %	50 %	50 %
	Total	53 %	47 %

Table 15: Gender Distribution at the Erste Campus [73]

	Share of women in executive positions		Share of women in other managerial positions	
	2016	2015	2016	2015
Austria	26.5 %	17.0 %	27.8 %	27.0 %
Czech Republic	25.4 %	16.5 %	44.3 %	39.6 %
Slovakia	23.1 %	25.6 %	54.6 %	55.7 %
Romania	44.0 %	46.8 %	56.0 %	57.4 %
Hungary	22.9 %	25.0 %	51.4 %	53.0 %
Croatia	32.6 %	36.5 %	55.9 %	61.5 %
Serbia	33.3 %	37.5 %	56.2 %	55.0 %

Table 16: Share of women in executive positions [74]

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[72] Based on 5300 employees - retrieved 07.01.2018
[73] Based on 5300 employees - retrieved 07.01.2018
[74] Based on 5300 employees - retrieved 07.01.2018

8.6.3. Diversity at Erste Group

Being open-minded was already part of the Erste Bank since it was established as "Erste österreichische Spar-Casse" back in 1819.

"No age, no gender, no social status, nor nationality should be excluded from the benefits which are provided to all the depositors of the Savings Bank."
(Founding Document of the Erste österreichische Spar-Casse – 1819) (Budway, 2017, p. 1)*."*

Due to the internationalisation also, the share of different nationalities within the employees grow. The majority of the workforce is Austrian, but the trend shows that the number of expats is steadily increasing with the younger generations. The CEE expansion of the Erste Group and the free flow of workers within the European Union, many employees of the Eastern European countries can be found within the organisation. In total 59 different nationalities work together at the Erste Campus. Some employees hold multiple nationalities, for this statistic only the one attached to their working permit was counted. The highest percentage of expats are from the neighbouring and operating countries.
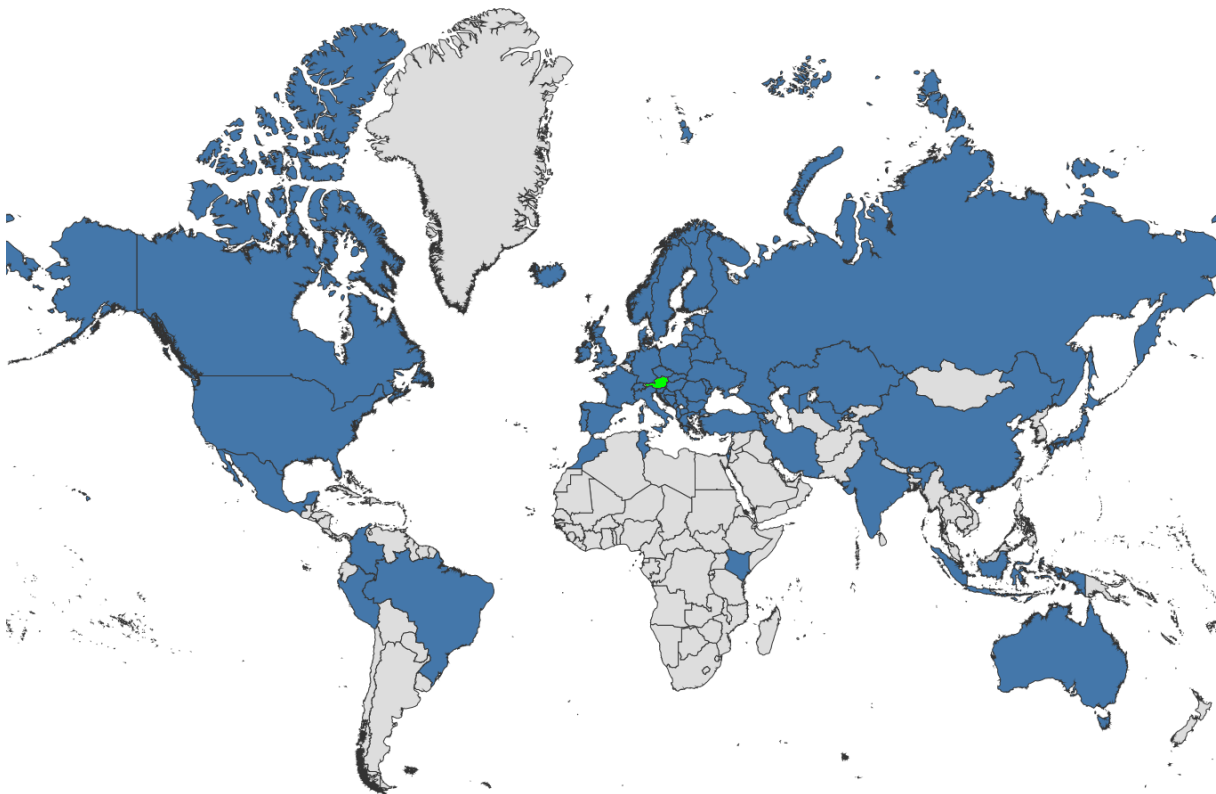
Figure 25: Map of Nations at the Erste Campus [75]

Generation	Austrian	International	Other Nations
Veterans	98,5 %	1,5 %	1
Baby Boomers	96,1 %	3,9 %	12
Generation X	82,1 %	17,9 %	42
Generation Y	66,3 %	23,7 %	47
Generation Z	90,0 %	10,0 %	1
Total	80,2 %	19,8 %	59

Table 17: Nationality Distribution at the Erste Campus [76]

[75] Based on 5300 employees – retrieved 02.02.2018

Nation	Share	Nation	Share
Slovakia	15,3 %	Bosnia and Herzegovina	2,9 %
Germany	14,7 %	Italy	2,6 %
Romania	12,3 %	Ukraine	1,9 %
Hungary	12,3 %	Slovenia	1,5 %
Czech Republic	5,9 %	Russian Federation	1,1 %
Croatia	5,4 %	Greece	1,0 %
Serbia	4,1 %	The United Kingdom of Great Britain and Northern Ireland	1,0 %
Bulgaria	4,0 %	The United States of America	1,0 %
Poland	3,1 %	Other nations with less than 1 %	12,0 %

Table 18: Share of non-Austrian Nations at the Erste Campus [77]

Furthermore, there are internal programs and groups for connecting and supporting women (Erste Women Hub), understanding cultural diversity, disabled employees, and LGBT within the organisation. Yearly reports for most groups are made and distributed within the bank. All groups frequently publish news about their activities and event within the group-wide intranet.
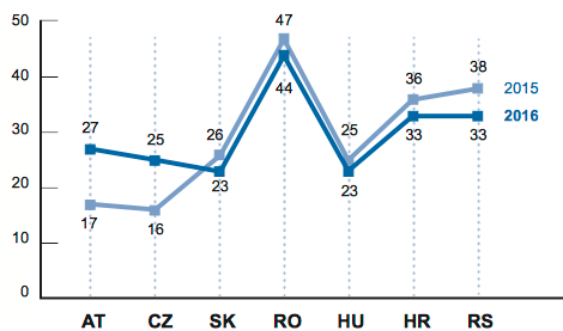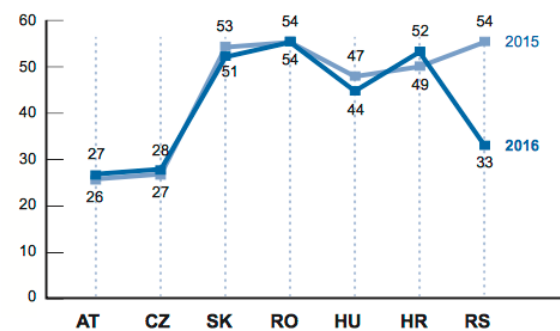
Figure 26: Women in executive positions [78]

"The diversity priorities for 2017 are the following:

- Adopt and implement the Group Diversity Policy framework in the local Erste Banks
- Develop and encourage more initiatives in the area of generation management, the inclusion of the disabled and LGBT
- Encourage more men to take advantage of paternity leave options
- Increase the number of women in top management by at least three percentage points and develop more Group-wide initiatives to support female leadership
- Continue to encourage local diversity initiatives across the Group
- Continue monitor the gender pay gap and identify measures to close it. (Budway, 2017)"

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[76] Based on 5300 employees - retrieved 02.02.2018
[77] Based on 5300 employees - retrieved 02.02.2018
[78] (Erste Group Bank AG, 2017)

8.6.4. Health

The sick leave at Erste Group shows since 2013 a reduction by 8,9 %. The average sick leave within the Austrian financial sector is 9,6 days[79], with its 7,1 days Erste Bank is 2,2 days lower or 26 % better than the overall industry average.

Austria	2017	2016	2015	2014	2013
Average number of sick leave days per employee	7,1	7,3	7,7	7,8	7,8
Turnover		* [80]	6 %	6 %	5 %

Table 19: Sick leave and turnover within Austria [81]

	Average number of sick leave days per employee			Number of employees with a health disability		
	2016	**2016**	**2015**	**2017**	**2016**	**2015**
Austria	7,1	7,3	7,7	230	138	110
Czech Republic	8,9	8,3	7,2	152	109	130
Slovakia	4,5	12,0	7,1	116	102	100
Romania	8,4	7,9	8,2	30	27	20
Hungary	7,7	7,6	7,7	3	8	6
Croatia	12,5	9,4	10,2	10	9	9
Serbia	6,0	6,7	4,8	1	1	2

Table 20: Sick leave with the Erste Groups countries [82]

8.7. Sustainability CSR

Parallel to the new headquarters project a sustainability program was started to reduce the global footprint of the Erste Group. By the end of 2017, the sustainability department published as part of the CSR report the result for the set timeframe from 2012 to 2016.

Back in 2012, the following targets were defined and reached:

	Values of 2012	Planned reduction	Achieved reduction Units	Achieved reduction
Electric energy	185,5 GWh	- 10 %	160,9 GWh	- 13 %
Heating energy	161,4 GWh	- 10 %	132,8 GWh	- 18 %
Copy paper	1.711 t	- 20 %	1.376 t	- 20 %
CO2 footprint (Scope 1+2)	104.406 t	- 30 %	77.008 t	- 28 %

Table 21: Erste Groups Environment Targets – group-wide[83]

The new headquarters contributed to its higher and unified building efficiently and with the steps towards a more paperless office environment.

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[79]https://www.statistik.at/web_de/statistiken/menschen_und_gesellschaft/gesundheit/gesundheitszustand/krankenstandstage/index.html "Krankenstandsfälle und -tage 2016 nach Wirtschaftsklassen und Geschlecht – retrieved 22.01.2018
[80] new way of calculation, not comparable
[81] (Erste Group Bank AG, 2017), (Erste Group Bank AG, 2018)
[82] (Erste Group Bank AG, 2017), (Erste Group Bank AG, 2018)
[83] (Erste Group Bank AG, 2017a) - retrieved 25.11.2017

8.7.1. Group Wide CO2 Emissions in 2015 and 2016

	CO2eq Scope 1 2 3		Total	Austria	Croatia	Czech Republic	Hungary	Romania	Serbia	Slovakia
2015	Scope 1 - Emissions	tCO2e	25.493	2.377	1.307	6.895	1.181	10.201	579	2.953
	Cooling agents (GWP) - Emissions	tCO2e	1.341	130	97	525	23	448	118	0
	Diesel - Emissions	tCO2e	6.853	1.206	635	2.603	780	874	207	547
	Gasoline - Emissions	tCO2e	933	29	0	127	9	490	90	187
	Heating Emissions	tCO2e	16.366	1.012	574	3.640	369	8.389	163	2.218
	Scope 2 - Emissions	tCO2e	52.175	834	264	30.393	3.562	11.486	2.088	3.548
	District Heating - Emissions	tCO2e	8.899	833	230	5.865	618	987	208	159
	Electricity - Emissions	tCO2e	43.276	1	35	24.528	2.944	10.499	1.880	3.389
	Scope 3 - (only mobility)	tCO2e	4.332	1.808	107	1.900	19	336	51	111
	Air - Emissions	tCO2e	1.848	1.224	27	163	16	328	37	53
	Cars used for business reason	tCO2e	1.804	249	81	1.464	2	0	5	2
	Rail - Emissions	tCO2e	484	177	0	260	0	8	0	38
	Rented cars	tCO2e	195	157	0	13	0	0	8	17
	Scope 1+2+3	tCO2e	*82.000*	*5.019*	*1.678*	*39.188*	*4.762*	*22.023*	*2.718*	*6.612*
2016	Scope 1 - Emissions	tCO2e	22.630	1.957	1.577	4.169	1.277	9.355	504	3.792
	Cooling agents (GWP) - Emissions	tCO2e	1.246	14	268	399	148	159	81	176
	Diesel - Emissions	tCO2e	6.900	944	724	2.906	671	887	175	591
	Gasoline - Emissions	tCO2e	743	5	0	58	8	446	97	129
	Heating Emissions	tCO2e	13.742	994	585	807	449	7.863	150	2.895
	Scope 2 - Emissions	tCO2e	54.377	253	307	31.573	3.573	12.773	2.237	3.661
	District Heating - Emissions	tCO2e	11.076	144	293	9.208	436	490	236	269
	Electricity - Emissions	tCO2e	43.302	109	14	22.365	3.137	12.283	2.002	3.391
	Scope 3 - (only mobility)- Emissions	tCO2e	4.476	1.478	48	2.043	24	728	71	84
	Air - Emissions	tCO2e	1.829	1.070	46	241	11	400	23	39
	Cars used for business reason	tCO2e	2.053	198	2	1.494	0	328	0	32
	Rail - Emissions	tCO2e	424	98	0	300	13	0	0	13
	Rented cars	tCO2e	171	113	1	8	0	0	48	0
	Scope 1+2+3	tCO2e	*81.484*	*3.688*	*1.933*	*37.785*	*4.874*	*22.856*	*2.812*	*7.537*

Table 22: Erste Group - CO2 emissions in 2015 and 2016

8.8. Marketing the Erste Campus & Erste Bank

The new headquarters allows the Erste Bank to unlock new possibilities of self-marketing. With its workplace concept, the financial museum, the event area, and the corporate archive opened different sources and opportunities. This advertising allows emphasising more on the image of the bank beside the usual focus on financial services. This fits well to the current advertisement strategy, which two main slogans are "Glaub an Dich" (Translation: Belief in yourself) and "In jeder Beziehung zählen die Menschen" (Translation: In every relationship, people count.).

Since the building opened its doors, countless articles where written and already a few books were published. When searching the term "Erste Campus" google.com replies with more than 128.000 results[84], numerous pictures can be found on Google and Instagram. Currently, there are no other headquarters in Austria gaining more attention.

8.8.1. Prices & Certificates

The Erste Campus received three certifications and prices for its concept. Besides the medial coverage of prices, numerous articles in newspapers, blogs, and specialized literature have been published.

1. Bauherrenpreis 2017[85]
2. ÖGNI Platin[86]
3. CBRE - Office of the Year 2016[87]

8.8.2. Workplace and Erste Campus Tours

Besides the FLiP, guided tours are offered to interested people through the new headquarters, allowing visitors to get an inside of the building and the new working environment.

Speaking with Ms Vjosa Vinca, member of the Welcome Desk team and leading guide for the in-house English tours, revealed that a surprisingly high amount of people are interested in visiting the Erste Campus. In 2017, more than 200 guided tours with about 4.000 participants were held. The excursions usually last between one and one and a half hour. The guests came from more than 50 countries, most of them, of course, from the neighbouring countries like Czech Republic, Germany, Slovakia, Switzerland, Italy but also more distanced guests from Russia, USA, Japan, and Australia.

Those tour numbers only include the official tours given. It is not considering all the little explores which employees have presented to their guests, family, and friends. Peter Weiss project manager of the change process estimates that the actual number could be about 30% higher since many tours were performed by the project team members as well.

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[84] Google.com search „Erste Campus" - retrieved 02.02.2018

[85] https://www.baunetz-architekten.de/henke-schreieck-architekten/4744372/news/5256933 - retrieved 01.01.2018

[86] http://www.ogni.at/de/erstecampus/ - retrieved 01.04.2018

[87] https://diepresse.com/home/diverse/immoapp/5164247/Das-sind-die-besten-Bueros-Oesterreichs - retrieved 01.04.2018

8.8.3. The Museum: Financial Life Park (FLiP)

As part of the social contribution, the bank decided to establish a museum as financial science centre at the new campus.

The Curator of the FiLP Financial Life Park, Nina von Gayl states, *"The Financial Life Park is a cross between a museum and a science centre. We mainly focus our attention on school pupils with the aim of awakening their interest in finance in the future. This is a lovely place to work. I sometimes look down onto the market place from the first floor. It is a very lively urban scene. I have need asked where the trains go from here* (Czaja, Doepel, Kühn, & Spiegelfeld, 2017, p. 20).*"*

In its less than two years of existence, nearly 700 tours were guided through the financial museum. By the End of February 2018, the total participants surpassed the 20.000 mark.

Year	Participants
2016 participants	4.400
2017 participants	13.900
Total tours (2016 + 2017)	688 tours
English tours	18 tours with 340 participants
Slovak tours	23 tours with 600 participants

Table 23: FLiP Museum visitors

At the opening ceremony, on October 26th, 2016, a confetti cannon hit a water sprinkler and flooded the audience. That scene was captured and screened at the daily evening news on Austrian national TV broadcaster (ORF). Since then nearly every Austrian knew that the Erste Bank had a new headquarters and opened a museum for scholars but more than that how often gets the Austrian finance minister getting unwanted baptised.

Photo 55: Sprinkler goes off - flip opening [88]

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[88] © APA/Punz Hans

Photo 56: Flip museum – entrance area [89]

Photo 57: Flip museum – student group [90]

[89] http://www.janglednerves.com/flip-also - retrieved 22.02.2018
[90] http://www.janglednerves.com/flip-also - retrieved 22.02.2018

8.8.4. Visitors

Previously, there was no centralised reporting on how many guests were visiting the old twenty-five locations. With the new visitor registration system and analytic tools, it is now possible to create detailed information on how many people were visiting the new headquarters.

The new HQs receives, during the week, between 3 and 500 visitors every day. These numbers show that on average every day approximately 10% of the Erste Campus employees get external visitors. In total, the new headquarters hosted in its second year (2017) operating more than 88.000 guests. Due to this high number of visitors, a particular admission card was created to relieve the Welcome Desk. This measurement showed a decline of about 12% to the nearly one hundred thousand guests of 2016. The chart shows some drops during the main holiday and vacation months in January, July, August, and December. The reduced number of visitors in 2017 is due to an additional access card for frequent visitors who do not take part of the reporting any longer. Up to 100.000 guests, a year is a good indication, which besides all the remote work an office building still fulfils a significant role as a place to meet.
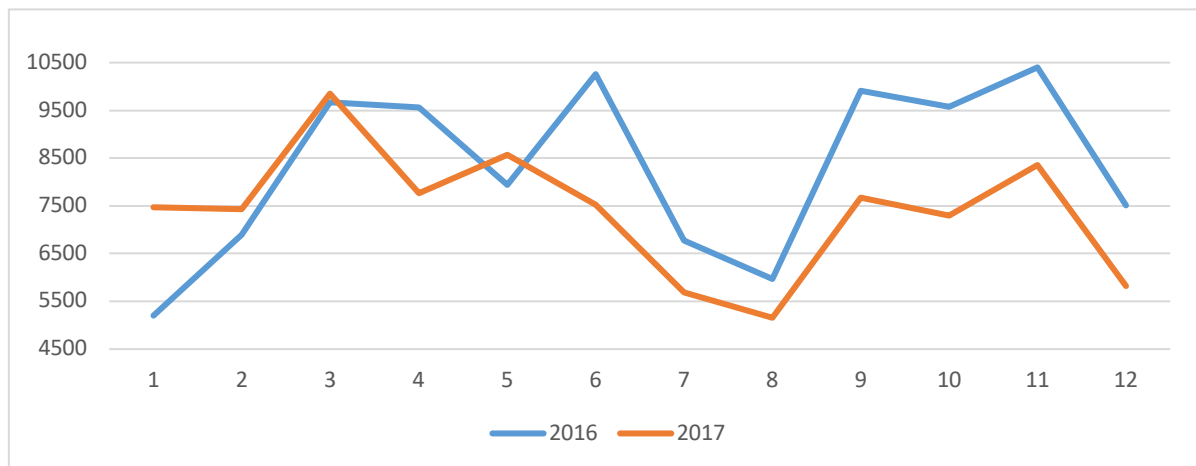
Figure 27: Monthly visitors Erste Campus Visitors 2016 & 2017 [91]

The daily distribution reveals that most frequented days are from Tuesday till Thursday. A surprising fact was that the Monday value is closer to Friday than to the middle of the week.
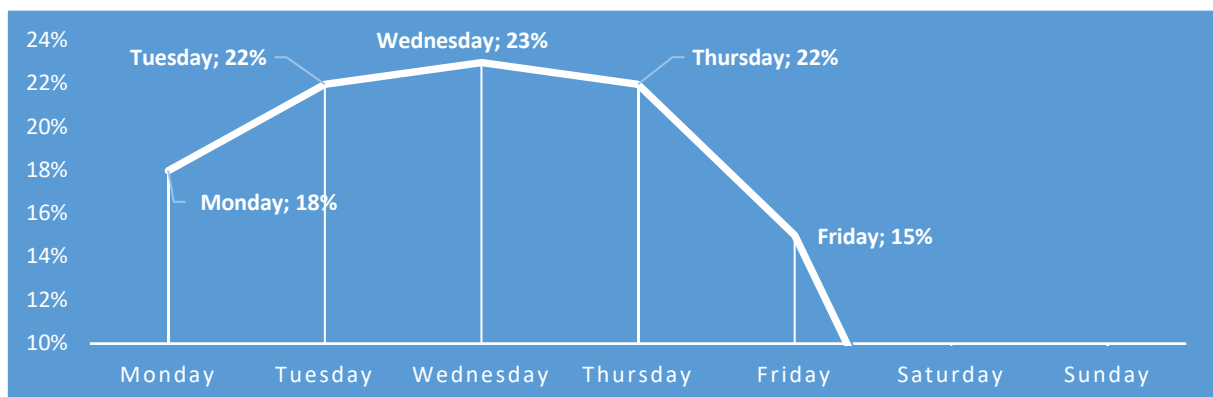
Figure 28: Visitors distribution per weekday 2016 & 2017 [92]

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[91] Figures from the CAFM system - retrieved 29.12.2017

8.9. The Reputation of the Facility Management Department

Prior the relocation into the Erste Campus, most employees did not realise how much the internal facility management department "OM Objektmanagement GmbH" (OM) was already doing to supporting their office surroundings.

With the Erste Campus, the reputation of OM transformed from just fixing broken stuff to "they are running our new headquarters". Since the early planning of the new building the FM department was deeply involved and played an essential part of the change management process.

[92] Figures from the CAFM system - retrieved 29.12.2017

9. Further Steps Forward – Optimisations for the Erste Campus

The following chapter summarises possible enhancements to the current workplace concept of the Erste Campus.

When I started working for Erste Bank, I always heard the number of them to be consolidated building to be 21. During that time and my research for this master thesis, I constantly discovered new buildings. Ending up in four additional main buildings during the move phase. Another few smaller buildings were consolidated already before the Erste Campus project started. This for me, was one of the indicators, on how necessary this move was for the bank.

9.1. Desk-sharing

Supporting the Desk-Sharing Rate

Currently, the Erste Campus achieves a desk-sharing rate of 83%. Increasing it to the targeted 80 % would create space for additional 207 employees. Each further 5% would create space for other 360 office workers. Raising the desk-sharing rate to 70% would generate a total space for 927 people. However, it would require performing a few actions.

- As support, active workplace management should be in place.
- Considering the support of home office and better planning of the present times of part-time employees would allow a better allocation.
- The active living of the homebase habits, with maybe minor adjustments.
- Additional flexible unassigned homebase areas could be used as compensators.
- Increasing the desk-sharing rate will also result in the need to adopt the food & beverage areas (increased opening hours, …).
- Promote Saturday as a possible workday. For flexible employees especially for Millennials and the upcoming Generation Z. One additional day could generate theoretically up to + 15 % of additional capacity.

Compliant Zones

During the project phase only 25% of the homebase where expected to be limited access areas. After two years running more than 75% ended in being restricted areas, making it harder for the space management department to optimise the office space of the Erste Campus.

- This overuse should be questioned, and a matrix of compatible compliance types should be created.
- Targeting this issue will need top management support since some departments will not be pleased by its effects.

Reward efficient Homebases

Currently, the only benefit for a lower desk-sharing rate is in reduced space costs for the departments.

- A reward system could be developed to create higher attractiveness for achieving desk-sharing rates below 80%.
- The current desk-sharing rates of all homebase areas could be made transparent via the intranet to all employees.

Home office

Currently, only parts of the workforce use their ability to work one day from home.

- For targeting a desk-sharing rate below 80% employees should be encouraging to use their home office day.
- Allow a simple way for employees to tell their default home office day. The data could be used by the space planning to ensure an equal distribution of home office days during the week.

Data Quality & Space Planning

With the move, the data quality around workplace and employees got significantly improved. It allows the space management department to work more efficient than before.

- Ensuring a higher HR data quality like the handling of external employees and contractors by telling if they are required to work at the Erste Campus in addition to the previously mentioned questioning of the compliance usage would support the space management work.

9.2. Workplace

Homebase Layout

After two years of running no adoptions were made. It showed that the created workplace concept works for most departments well. However, some department realised to have additional, different requirements and adaptions needs.

- A review of those areas and adaptions to the workplace concept would allow them to use their homebases more efficient.
- Some furniture's should be replaced. For example, the small triangle tables are hardly used in most homebases.

Acoustics and climate

Open office concepts allow only a global temperature for every area. Women enjoy on average a +2 degree warmer surrounding then men.
Some departments have a higher share of focus work and require more acoustic measurements.

- A future idea would be to offer cooler and warmer homebase areas for sensitive people.
- Additional acoustic measurements combined with an adaption of the homebase habits could be developed since more and more employees of the IT departments are moving to the Erste Campus.

9.3. Homebase Habits / Meeting Rooms

Homebase Habits & Training

Some areas are not living the homebase habits, and not all new employees were briefed on how to use the work environment.

- Encourage to live the homebase habits. Additionally, remind the employees that additions to the existing homebase habits can be made for their homebases.
- Bring the homebase ambassadors back to life.
- Introduce new employees to the new way of working with periodical training:
    - How to use the meeting room equipment.
    - How to use the IP telephone.
    - How to enjoy the Erste Campus with all its available amenities and services.

Meeting Room Culture

Currently, some departments block adjoining meeting rooms to ensure to have a meeting room close-by whenever they need spontaneous one or to expand their workplace capacity by 4-6 desks.

- An indeed analysis of the meeting room bookings would help to find more possibilities on how to optimise the meeting room booking.
- Sensors could be used to clear booked but unused conference and meeting rooms.

9.4. Workplace Management

Workplace Strategy / Department

In recent years, the workplace became a discipline of its own and exists to enable work. To ensure a lasting, high employee attractiveness and productivity, a course for the future, a continue workplace process should be initiated. Therefore, a workplace strategy would guarantee an ongoing positive work experience for the employees of the Erste Group Bank AG. Active workplace management or employee experience department would ensure a productive and constant dialogue between HR, IT, FM, and RE resulting in a continuous suitable work environment for the company and its employees. This is required since soon after the relocation to the Erste Campus most of the workplace and changes management related processes, and actions stopped.

- A dedicated functions/department/role for workplace management or work experience will ensure an ongoing workplace process.
- Active workplace management would also establish a constant dialogue between HR, IT, FM and RE resulting in a continuous suitable work environment for the company and its employees.
- Align the strategic plans with the corporate real estates in collaboration with HR, RE and Facility and Workplace Management.
- Active dialogue with the IT is becoming more and more crucial since technology is the nerve system enabling nearly everything else.
- Using internal or external benchmark could be used to start a continuous improvement feedback loop.
- Ensure that the workplace strategy keeps aligned with the company goals. This would create a robust strategic alignment between the core business and the workplaces.
- Spreading the word, exchange the learnings with the other countries of the Erste Group.
- The workplace department should have a mandate backed by the top management.
- It is crucial to its success that the workplace department works as transparent as possible.
- Many CSR goals are connected with buildings. Therefore a close dialogue with the CSR department could support to reach the set targets.

Workplace Benchmarking

Besides the astonishing result, there is always room to improve and the learnings the organisation made within the project. With the mentioned optimisations steps and potential of the previous chapters, the current situation can be raised to the next level. Since there are currently not enough comparable workplace projects within Austria, participation in international workplace surveys could give additional information how to raise the bar even further.

- Taking part in international surveys like the Leesman Index would allow benchmarking the Erste Campus against more than 2.200 international projects with approximately 276.000 employees.[93]

- Define measurements on how the Erste Group wants to monitor the continuing success of the Erste Campus.

- Discussing with the union to be able to use more information for more effective data analysis.

9.5. Food & Beverage and Services

Active workplace management would support a better adjustment of the offered service to the employee's needs.

- Evaluate further possible amenities and services.
- An increasing the desk-sharing rate would also result in concept adaption of the food & beverage areas (increased opening hours, …).

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[93] http://www.leesmanindex.com/250k_Report.pdf - retrieved 01.05.2018

10. Conclusion

Numerous articles have been written about the Erste Campus, the first books were published, and more than 4.000 people visited the campus workplace tours. Every day approximately 10% of the employees get external visitors. Besides all the possible remote work, the new headquarters still fulfils a significant role as a place to work and meet. These are just a few indicators on how much attention the new headquarters receives and confirms that people are attracted to good working environments.

The new headquarters changed the employee's perspective of the internal facility management department and restaurant group. Before the move, the OM Objektmanagement GmbH was considered as the one eventually fixing broken stuff. The department transformed into being in charge of running the Erste Campus. Similar happened to the food and beverage department EBR; it raised from running the cantina to providing excellent, manifold cuisine, deserts, and of course coffee.

More talents draw attention to Erste Bank, because of the new headquarters and its contemporary working environment. This is a significant benefit for the HR department in their war for talents, supporting them with a current unique advantage when attracting new employees and younger generations. It also enables an excellent resource for supporting the development of the employer image. A great workplace also helps to retain the skilled workforce. On average head-hunters need to offer a 19% higher salary to convince employees to leave an environment they enjoy. Extended employee retention leads to time-saving on onboarding costs and higher productiveness of the people in the long run. The results on employer ratings display the positive trend on how potential and current employees see the bank. The average sick leave per employee is significantly lower than the Austrian wide industry benchmark. However, it is not only the physical surroundings that counts, Ms Tavolato-Kuntner reminds that besides an attractive work environment also the organisation is challenged to provide the right environment to allow extraordinary work experience.

The presence of the Erste Campus also affects the competitors. In 2019, Bank Austria/Unicredit (BA) will consolidate into a new office building (Austria Campus) in Vienna. When they started with the planning new ways of working were not in their focus, only in increasing the space efficiency and cost-cutting. Now BA is forced to adapt their concepts if they want to stay appealing to talents. BAWAG will move their company headquarters by the end of 2018 to the neighbourhood (THE ICON VIENNA). Both projects are partly rented properties whereas the Erste Group owns the Erste Campus. The previously mentioned employee rating results show that there is already a striking distance between the attractiveness of Erste Group to the other Austrian Banks.

The Erste Campus is a huge success to the people of Erste Group; they managed to transform from many different locations with traditional offices to an open and activity-based environment, to shorten the communication between the departments and to unity its central workforce under one roof. In the first months at the Erste Campus, we could see and hear colleagues approaching each other at the Atrium and saying: *"We have not met for ages, great to be here – let have lunch anytime soon."* Those effects are complicated to put into numbers, but they have significant impacts on how the people are collaboration at the new place.

Two critical success factors could be identified. First, a successful workplace change project needs the active support of the top-level management. Which happened by the sponsorship of the CEO Andreas Treichl, enabling the start of an exciting new headquarters. The business case calculation itself made its break even, just because of the savings on communication ways, collaboration improvements, simplifying the maintenance, and IT equipment. Second, the early participation of the employees, the facility management department and the IT, which happened in various ways through the entire project. Especially the test environments and the homebase ambassadors helped spreading the (informal) word.

Besides the astonishing result, there is always room to improve and the learnings the organisation made within the project. With the mentioned optimisations steps and potential of the previous chapters, the current situation can be raised to the next level. Since there are currently not enough comparable workplace projects within Austria, participation in international workplace surveys could give additional information how to raise the bar even further.

In recent years, the workplace became a discipline of its own and exists to enable work. For the future, a continuing workplace process should be initiated to ensure a lasting, high employee attractiveness and productivity. A workplace strategy would guarantee an ongoing positive work experience for the employees of the Erste Group Bank AG. An active workplace management or employee experience department would ensure a productive and constant dialogue between HR, IT, FM, and RE resulting in a continuous suitable work environment for the company and its employees.

Andreas Treichl stated on February 28th, 2018: *"It will be our people and the way and the quality in which they work together that will make the difference between Erste and everybody else."* This shows strong commitment and trust to the employees of the Erste Group Bank AG. The American artist Lily Tomlin said once, *"The road to success is always under construction."* So should be the workplace – always be screened and adapted to ensure the workforce has the efficient, productive, motivating, and healthy environment they need to support the company goals, core values, and strategy in their best ways.

We saw how much the workplace altered in the past, and I am sure it will continue to change in the future. Different to the past, we are now more aware of its continuous change.

11. Appendix

11.1. Abstract

The first part of the master thesis will give a short retrospect on how office space has evolved in the last decades. For the second part, the newly built headquarters of the Austrian based Erste Group Bank AG will be used to display the effects a new workplace concept can on corporate business and its employees.

Because of the contemporary working environment, more potentials draw attention to Erste Bank, supporting the HR department in their war for talents. The new headquarters is supporting the employer image. The results on employer ratings display the positive trend on how people see the bank. Office buildings still fulfil an essential function where people can meet and communicate.

The Erste Campus is success to the people of Erste Group; they managed to transform from 25 different locations to an open and activity-based environment, to shorten the communication between the departments and to unity its central workforce under one roof.

With the mentioned optimisations, the current situation could be raised to the next level. Two critical success factors could be identified. First, a successful workplace change project needs the active support of the top-level management and second, the early participation of the employees, the facility management, HR and IT.

A continue workplace process would allow to screen and adopt the workplace to ensure the workforce has the efficient, productive, motivating, and healthy environment they need to support the company goals, core values, and strategy in their best ways.

Keywords

Workplace Management, Activity Based Working, New Ways of Working, Erste Campus, Erste Group Bank AG, Employee, Workplace Strategy, Sparkasse, War on Talents

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