dialogue

A Gensler publication

dialogue

28

As work blends with life, people give more value to experience. Both cities and work settings are being reshaped as a result.

The preference for experience-rich places to live and work creates the need for a measure of control: the ability to self-direct and curate the flow of activities to stay balanced, effective, and thriving.

More online at:
dialogue.gensler.com/v/28

On the cover:
Microsoft Building 17, Redmond, WA.

Images from left:
Condé Nast, New York; AVIC, Chengdu; Hyundai Card Music Library, Seoul.

IN THIS ISSUE:

WORKPLACE NOW

New pressures on their teams are leading organizations to offer balanced and flexible work settings that adapt to rapid change.

BY VERNON MAYS

Led by the collaborative work styles pioneered by creative agencies and tech companies, businesses of all types are remaking themselves to spur innovation and productivity.

Abandoning the old model of one narrowly focused person assigned to one firmly anchored desk, many companies choose instead to create cross-functional teams that blend different disciplines. “It’s a foundational shift,” says Gensler’s Johnathan Sandler.

The challenge is to create environments flexible enough to allow teams to come together when they need to and unbundle when they’re done. Hachette Book Group, for example, has moved from a highly enclosed, office-centric workplace to a 100 percent open office with a high concentration of collaboration areas. The new layout breaks down silos, allowing for better visual connections and more collaboration among departments. “They are thriving in this much more open, egalitarian environment, where they can move teams around really easily,” Sandler notes.

Microsoft is making connection a key theme for its Redmond Campus’s most recent renovations. The design stitches together three buildings and their respective office floors and work environments. To bring different scales of population together, central common areas provide a mixing zone, nourishing the relationships that lead to cross-pollination of ideas. “Even the lobby plays a role,” says Gensler’s Ryan Haines. “Its multimedia ‘Blue Box’ uses Microsoft’s Kinect sensor to respond visually and audibly to people as they climb, descend, and interact on the stairs.”

In addition to accommodating new ways of working, offices also are morphing to adapt to new styles of leadership. “Organizations are becoming much flatter hierarchically,” says Gensler’s Philip Tidd. “And as companies begin to manage people through culture and community, the types of workplaces needed to support them are changing fast too.”

How this is reflected in workplace design is shown by Gensler’s new Yanmar headquarters in Osaka, Japan. The workspace emphasizes teamwork and transparency by arraying open office floors around an interconnecting, circular stairs that slice through the building, making even the executive floor visible. Most managers now share large worktables with their staffs. The stairs bring everyone up to the top floor, set aside for dining and other community-wide activities.

Microsoft Building 17, Redmond, WA.

left: **The amenity floors at Condé Nast Headquarters.**
above: **Hachette Book Group.**
(Both are in New York City.)

Tech sets the tone

As industries outside the technology sector regain their financial footing, they are looking at tech as a model to emulate. "Every client comes to us saying, 'We're not Facebook or Google, but we want to learn from what they're doing,'" notes Gensler's Randy Howder. Among the cues other industries are picking up is creating a more balanced workplace. "Our research was right on target in terms of looking at an environment where people can focus, where they can collaborate, and where they can build culture around their organization," Howder says. "It's actually about balance, creating a workplace that allows both focus and collaboration."

The worker-friendly tech sector is also sparking the rapid expansion of amenity spaces in other industries. In order to keep people productive and engaged, and attract a new generation of workers, many companies are doubling the size of their amenities. Headquarters used to allocate between 3 and 5 percent of total space to amenities. Now, 8 to 15 percent is more common. At Condé Nast's new 25-floor headquarters in New York City, for example, two floors are entirely for amenities, including a cafeteria and a very popular café. The amenity floors are connected with a central stairway to encourage movement between them and promote interaction and relationship-building across Condé Nast's different media brands.

Lifestyle as a driver

A shift in the attitude toward work has big implications elsewhere in New York, where a young, affluent generation is attracted to workplaces that fit its urban, walkable lifestyle. "Where these people live is changing how they think about where they want their office," says Gensler's Thomas Vecchione. "As they choose downtown living—in SoHo, Chelsea, or Tribeca—we're seeing boutique office buildings being built around the High Line to support them. Young people want to be surrounded by lifestyle, art, and hospitality—and they want their office space nearby too."

Chelsea was also the top choice of New York locations for Mediaocean, a tech company that serves the advertising industry. Created through a merger, Mediaocean wanted a new workplace that would boost productivity and support its blended culture. Its new office is in one of New York's hottest areas for tech. Designed for about 400 employees, the space organizes open workstations around a central café and meeting space with bleacher seating. Concentrating the food, vending, and social spaces in one place encourages idea sharing and cultural mix.

Supporting fluidity

In the UK, as companies slowly pull out of the financial downturn, rising office rents are driving greater densification

and utilization of space, says Gensler's Duncan Swinhoe. That's leading to some fluid work settings. Acknowledging new work styles, multinational media company UBM plc adopted a free-address environment in its new global headquarters in London with a mobility ratio of 1.4 people per desk. Modern technology engages UBM plc employees from the moment they step into the building. Their entry cards identify them and a touchscreen lets them select and activate a workstation for the day. By the time an employee gets to her desk, it's ready for her, with a flatscreen and a phone in place. She just plugs in, logs on, and she's on her way. Other parts of the office—like the servery (opposite), a staff canteen by the day that converts to a bar and dining area for after-hours receptions—help bring UBM plc's clients into the space to infuse its culture.

New cred for coworking

Something fundamental is also happening in the sharing economy, whose emergence is fueling the growth of coworking spaces as springboards for entrepreneurship and innovation. Gensler is working with Verizon and Grind, a coworking pioneer, to create hybrid coworking locations in different US markets. Each space caters to local expertise, says Gensler's Sonya Dufner. "The design and positioning strategy in New York is focused on the ad tech and media tech industries, while Detroit's strategy is aimed at Internet of Things experts interested in how it integrates with the auto industry," Dufner says. By placing its own people in each of these coworking locations, Verizon will also reap the benefits of local knowledge and access to talent.

Maker spaces

In the realm of consumer products companies, the workplace is shifting to embrace the fact that tangible products—rather than services—are the company's reason to be. "They live with their products," says Gensler's Todd Heiser. "They're constantly innovating to grow their brands and create new ones."

Collaboration at consumer products companies often happens in workrooms—immersive, interactive spaces where product development, marketing, and technical staff gather to work on the rollout of a product. R&D functions that formerly were located off-site now find a home in maker spaces that are more integrated with a company's other corporate functions. That enhances innovation and speed to market.

Another alternative workplace opened recently in Chicago's Merchandise Mart, where in 2012 Gensler completed 1871, a tech incubator. The project's success led investors to launch a second incubator called Matter. It's a riff on the same theme, attracting entrepreneurs in healthcare IT, medical devices, diagnostics, and pharmaceuticals. "Matter is a combination of maker space and technology space," says Heiser. "I call these things a mash-up, which is really fertile, interesting ground where we're uniquely positioned as a firm, because projects are overlapping so many disciplines now."

Becoming more agile

The constancy of change in the workplace is no less pronounced in Asia, where the drivers and challenges that companies face are much the same as elsewhere. "It's about trying to work out where technology is going to take them, as well as just trying to increase their agility," says Gensler's Caroline Burns.

Asia is a focus of growth for many companies, and office real estate costs there are increasing rapidly. "Particularly in sectors like technology, banking and financial services, and now life sciences and pharmaceuticals, these companies are asking us to design workplaces in the region that will allow them to grow without taking on more real estate," Burns says.

A case in point is the recent headquarters relocation for CBRE, where four Tokyo-area locations were consolidated into one. The client's goal was to reposition its corporate culture, and the design encourages a significant shift in work styles. A variety of activity-based spaces (15 different types in all, from collaborative spaces to focus zones) are provided, while achieving an 18 percent reduction in overall usable space. The Gensler team partnered with CBRE's Workplace Strategy consulting team to roll out CBRE's global, activity-based workplace program, tuning it to the city's nuances. "For Tokyo, we designed the office to be more lifestyle-oriented," says Gensler's Daichi Amano. "It feels more like a retail or café experience."

Adding local flavor

In South Korea, Gensler worked with IBM to relocate its headquarters offices in Seoul. IBM is shifting its emphasis from technology to consulting. The overriding goal for the new headquarters is cultural transformation through workplace design, explains Gensler's K Chung. Touchpoints along a carefully crafted customer journey reflect IBM's legacy as well as the latest evolution of its brand. All nine of the activity-based headquarters' office floors have only unassigned seating, she notes, in keeping with IBM's global workplace standards. For the Seoul headquarters, Chung and her team were attentive to local differences, particularly in settings for collaboration and socializing.

"Informal collaboration is hard to achieve if the idea of a meeting connotes something formal and structured," Chung says. "These areas have a layer of visual and acoustical privacy." Burns reinforces the point: "Unless you take these cultural differences into account, people will find it difficult to have open and spontaneous conversations."

Building the brand

Houston-based Southwestern Energy Company consolidated 1,000+ employees from five locations into a new headquarters consisting of two 10-story office towers. The first phase is heralded as a "brand beacon" for the company, in part through the prominent placement of its branded conference center—a 10,000-square-foot jewel box that's both a compelling element of the main entry and a highly flexible meeting space that opens out to the surrounding gardens.

Another brand beacon is Hyundai Motor America's recently completed headquarters in Orange County, California. It reflects the company's rapid growth and such core values as connectivity, transparency, and innovation. Prominently sited along a busy freeway, the new headquarters appears to float lightly above a rock-solid base. Inside, a formal arrival courtyard recalls the harmony of traditional Korean courtyard houses. The buildng's narrow office floor plates form a square around the courtyard, to bring daylight inside and visually connect the different work groups.

Next-gen tech

Now that other sectors are catching up with tech, of course, tech is moving ahead to a new place. "The emphasis is less about evoking the spirit of the garage," says Howder. "Now these organizations are realizing they need a broader approach—integrating social spaces into the workplace for more refinement and quality than the previous generation of raw space." More commonly, tech clients are seeking engaging places, where the workplace is seen not only as an office, but also as a town square, restaurant, or theater. There's often a health and wellness component to this too.

That's just what happened at Prosper, an online peer-to-peer lender. The goals for its first purpose-built headquarters included making a place where employees would feel a sense of ownership. "We might have used these materials in earlier tech projects, but here the finishes are more refined and it's detailed like a sailboat," says

above: **UBM plc, London.**
opposite, from left: **Yanmar Headquarters, Osaka; Johns Hopkins University FastForward East, Baltimore, a life sciences incubator.**

In the realm of consumer products companies, the workplace often reflects the fact that products rather than services are people's main focus.

above: Autodesk One Market Plaza, San Francisco.
below: Prosper, San Francisco.
opposite: Microsoft Building 17, Redmond, WA.

Technology pushed us to this point in workplace evolution and is likely to catapult us to the next.

Gensler's Kelly Dubisar. With maple plywood as a feature element, the interior speaks to its investors as well as to its young workforce. There's also a strong participatory emphasis in Autodesk's new San Francisco offices. Three interior "tunnels" add productive community space. One combines technology and analog whiteboards for team brainstorming, while another provides comfy nooks for informal meetings and focus work.

What's ahead?

"Technology has pushed us to this point in workplace evolution and is likely to catapult us to the next," says Tidd. If workplace design has long been based on the notion of a person sitting at a desk, surrounded by equipment, "We're now at a point where mobility is the default work style. If we're designing places that encourage us to move, not just so we can collaborate but to keep us healthy, then the desk as we've known it may follow the PC to history's dustbin," he explains.

As companies put more emphasis on outcomes rather than processes, little is sacred. The ideal "office" is a place of empowerment—where people have wide discretion to choose the spaces, tools, and collaborators they need. How the options are provided and who does the providing are open questions, but organizations that manage to deliver them effectively will have a potent advantage. While technology will drive this, place and people will define the experience.

Vernon Mays is a senior editor at Gensler and a contributing editor at *Architect* magazine.

FINDING YOUR BALANCE

Workplace strategy seeks to increase collaboration and real estate efficiency. The risk is distraction, which can undermine focus work *and* collaboration. A Gensler research team made a deep dive into this dilemma. Here's what they learned.

BY J. MICHAEL WELTON

Gensler made headline news when its most recent US Workplace Survey uncovered the central importance of focus to effective performance. The 2013 survey found that when people are distracted in the workspace, their ability to focus and to collaborate is undermined. This finding gave ammunition to the critics of dense, open-plan work settings.

"Whenever I spoke about the workplace, I asked people how many could put aside an hour for heads-down, concentrated work in their workday. I only saw a few hands," says Gensler's Gervais Tompkin. His informal confirmation of the 2013 survey's headline finding led him to ponder, "How can people successfully execute their individual focus work in a workplace that emphasizes collaboration?"

FOUR STRATEGIES FOR BALANCING FOCUS AND COLLABORATION

Choice and control over where work takes place

Team discipline

An agreed-upon code of behavior

Decision-making autonomy

A deep dive into tech

To answer the question, Tompkin and his Gensler colleagues Laura Mihailoff, Thomas Muchnick, and Lisa Hsiao joined forces with researchers at a global tech firm to study its software developers and engineers—people whose complex work requires a lot of focus.

Developing software is increasingly collaborative: self-organizing, cross-functional teams move through a series of fast development cycles. This "agile" method of working breaks tasks into small increments that last from one to four weeks. The work varies between periods of intense focus and intense collaboration. The research team's interviews and surveys showed that about 70 percent of a developer's time went into individual focus work. Some of it is casual and interruptible, like doing email and instant messaging; other tasks—like coding, testing, and debugging—can only be interrupted at the cost of the developer's productivity. Yet ad hoc conversations and brainstorming sessions are part of how a developer team makes progress.

"There's a lot of money to be made, the competition is fierce, and speed to market is essential," Tompkin says. "Software development is schedule-driven: 'Just ship it!'" That pressure can exacerbate the problems of an open workplace. Most commonly cited is an inability to focus—the space is too loud and distracting. Yet open-plan offices aren't going away, not least because they leverage mobility and offer real estate savings.

"People are doing more focus work than ever before, but they don't feel effective at it," says Muchnick. "Solving that dilemma is complicated by the organizational need for collaboration: the two work modes are joined at the hip." For the research team, the ah-ha moment was to realize that an effective workplace has to get both of them right. "It's not just about the space. People are frustrated with acoustics and density, but they also complain about unproductive meetings. How work happens is as important as where it happens."

What worked and what didn't

The tech workplace the researchers studied—a newly occupied "agile" workplace—has a series of open team areas, each with 15 workstations. Support spaces separate each team. In focus groups and interviews, developers and testers said they were more satisfied with their new workplace than other teams were. It fit their team dynamics, culture, and individual work needs, they reported. It was the right size to allow coworkers to sit together, interacting in the midst of intense focus work. Proximity made both kinds of work more productive, in part because it cut back on email and sped up decisions.

The Singapore office of a global life-sciences firm.

But user experience (UX) designers were much less satisfied. They collaborate with multiple teams, but tend to sit with other UX designers, so the proximity the agile workplace provided caused distraction. Interacting episodically with developers and testers, their ties to them were tenuous, giving them less control over where and how they worked within the larger workplace. To cope, they sought out more effective focus spaces elsewhere.

Balancing focus and collaboration supports the natural flow of work, allowing individuals to toggle back and forth between thinking and connecting.

The research suggests that people can perform well, even in highly interactive settings, if they have access to workspaces and processes that enable them to balance collaborative and focus work in real time. Proximity to teammates can inform individual focus work if the people involved are working closely on the same project. For the UX designers, the workplace didn't match the way they worked. They needed a less intensive collaboration space, with the option of shifting totally into focus mode. Solving their dilemma could involve both changes to the space and changes in work processes and protocols.

On-the-job strategies

A Gensler report on the research, *My Work in a We World*, points to four strategies for balancing focus and collaboration: choice and control over where work takes place; team discipline; an agreed-upon code of behavior; and decision-making autonomy. These strategies need to be tailored to the organization, the teams, and the work. "More than just the settings, it takes in team dynamics, organizational culture, and work practices and policies," says Hsiao.

Because cognitive style is individualized, exercising choice is critical to people's sense that they're working effectively. "It's best if they can control both their space and their situation," says Mihailoff.

A balancing act

Gensler's Janet Pogue, one of the leaders of the firm's workplace survey research, sees balancing focus and collaboration as an ongoing process: "People navigate it on a daily basis, looking to their teams and organizations to support them. But the context in which they operate can be unsupportive, making balance harder to achieve."

The deep dive her colleagues made into the tech workplace shows the benefits of providing those supports, she adds. Indeed, a key finding of Gensler's 2013 survey is that people who experienced this balance gave their organizations high marks for encouraging innovation and creativity. They also reported a higher sense of personal performance and satisfaction. "When collaboration and focus are in sync, individual and team performance soar," Pogue concludes.

J. Michael Welton writes for the *New York Times*, the *Washington Post*, and *Dwell*.

IN THE MIX

Work was a silo, but now we stack, embed, and overlay it with the rest of life to create great synergies and adjacencies. Welcome the newly ubiquitous mixed-use center.

BY AMANDA KOLSON HURLEY

LMI Headquarters, Tysons Corner, VA.
left: **Highgate Shoreditch Hotel, London.**

above: One Museum Place, Shanghai.
right: TD Garden, Boston.

As Gensler's David Glover explains, work has become one use among many in cities and suburbs as they embrace the new model—compact, walkable mixed-use centers.

Demographic forces are shaping the urban center revival: Baby Boomers want to downsize and stay active, Millennials crave an urban lifestyle, and everyone prefers a work-life-leisure mix rather than a long commute from one boring place to another. But work activates the scene—it's not going away.

"Compared to single-use projects of similar size, mixed-use projects exploit land and resources more efficiently, support larger populations, and generate higher revenues," says Gensler's Arlyn Vogelmann. To show how, let's consider some recent, Gensler-designed mixed-use centers that address both urban and urbanizing-suburb contexts.

Reviving established cities

In 1995, a new arena replaced Boston Garden, a legendary sports venue. TD Garden, which hosts the Bruins and Celtics, sits above North Station, a transit hub. Next door is the old arena's vacant 2-acre site, sapping the area's vitality despite the crowds. To revive it, Boston Properties and Delaware North are developing a true urban center. At its heart is Champions Row, a 200-foot-long, five-story-high retail gallery that connects North Station to Causeway Street. Twin towers adjoin it, giving office workers and hotel guests front-row seats on the action as crowds pass through.

Like Boston, London is also using mixed use as a revival strategy. Shoreditch, just north of the City of London, has emerged as a destination. The demand for creative office space is strong, spurring a need for hotels, but the area's lowrise, historic fabric complicates adding them. When Highgate Hotels asked Gensler to design a hotel there, the team suggested a hybrid—a hotel that folds 10 floors of creative workspace into its 29 stories, sharing restaurants and a sky lounge. The stacked-box form softens its verticality to fit well with the context, says Gensler's Valeria Segovia. "It's exciting, but it doesn't feel out of place."

Shanghai doesn't seem like an established city from a distance, given its reputation as a trendsetter among China's fast-growing metropolises. But the heart of the city has preserved another era, the early 20th century. Ocean liners and freighters, not jet planes, came and went, but Shanghai was a cosmopolitan gateway for the China trade with Western Europe and the US.

above: **Uptown Station, Oakland, CA.**
left: **Tysons Tower, Tysons Corner Center, VA.**

The appeal of urban centers to developers and cities is their ability to generate a level of activity that makes the whole area desirable.

Fast forward to today and Hines is developing the Gensler-designed One Museum Place office tower and lifestyle podium as the centerpiece of a mixed-use cluster now emerging in the Jing'an District of Puxi, the city's downtown financial district before World War II. The 54-story tower and its lifestyle podium will connect to a soon-to-open Shanghai Metro station. The new Shanghai Natural History Museum and the popular Jing'an Sculpture Park are across the road, marking the area as an arts-and-culture zone. With a daytime population of 12,000 office workers and shoppers, the new tower will help activate these cultural uses. "These are locals, expats, and tourists, including residents of high-end housing towers nearby," explains Gensler's Russell Gilchrist. "To attract them, the lifestyle podium will offer a variety of food-and-beverage options. No one is coming here to buy luxury goods." Puxi doesn't shut down at night—that's part of its attraction. "Many of these restaurants, cafés, and bars will be open late," he says. "The Metro stays open until 11 p.m."

On the US West Coast, downtown Los Angeles and Oakland are at different points in transformations that are very much driven by urban-scale mixed use. The long-planned, 6-acre Metropolis project, redesigned by Gensler, is being developed by the US arm of China's Greenland Group. It includes an Indigo Hotel and three residential towers, two of which are being done with architect HED. A planned pedestrian route, lined with shops and restaurants, will link Metropolis to South Park and LA's financial district. "It will be a destination itself, while helping make Los Angeles a walkable, transit-served city," says Gensler's Robert Jernigan.

Downtown Oakland's equivalent area, known as Uptown, is poised for redevelopment as office and residential rents soar in the Bay Area. The likely catalyst is a long-empty department store above a regional transit hub. Uptown Station mixes ground-floor shopping and a food market with the big floor plates that tech tenants love. "It's the kind of mix that will draw people to downtown Oakland day and night," says Gensler's Peter Weingarten. "That level of activity will make the whole area desirable."

Mixing it up east and west

The urban center's appeal extends to the suburbs, which are reshaping themselves by growing up rather than continually out. In the US, suburban locations have real benefits for business: they're closer to housing the workforce can afford, so commutes are shorter; and office rents there are generally lower than in-city locations. With the US suburbs adding population faster than US cities, many of the country's metropolitan regions count suburban urban centers as a rising "edge condition." Call it Suburbia 2.0.

Tysons Corner, on the way to Dulles Airport, is an example—the focus of a long-term plan by Virginia's Fairfax County to transform what has been a traffic-choked tangle of roads, malls, and stand-alone office buildings into an urbane, transit-served community of 80,000 people. That's just the residents—by 2050, Tysons Corner Center will be a major employment hub in Greater Washington and a lifestyle destination for the region, served by a Metro line that extends to Dulles. A new street grid, replacing the superblocks of the existing, car-oriented development, will make it truly walkable.

Marking this transformation is the Gensler-designed, 22-story Tysons Tower. Adjoining a new Metro station at Tysons Corner Center, the new tower is complemented by the current mix of stores, activities, and amenities. They will take on a more urban feel as this regional destination adds density and urbanity.

Site conditions posed a problem for the tower's designers: how to connect pedestrians entering and leaving the building from surrounding streets with the Metro platform, 30 feet above grade. Gensler solved it by making the tower's 55-foot-high lobby a crossroads. Everyone passes through it. "We recognized that there are two different entry points," says Gensler's Jordan Goldstein. "Embracing it activates the lobby and makes the tower a gateway to Tysons Corner Center."

Metropolis, Los Angeles.
right: **Playa Jefferson, Playa Vista, CA.**

Mixed-use centers are as prevalent at the city's edge as they are in urban downtowns.

The interior of Tysons Tower is largely column-free, which allows office tenants to create double-height volumes within the space. People can work on the Wi-Fi–equipped roof terrace, which has spectacular views. At lunchtime, they can walk out to more than 50 restaurants—features that led Intelsat to move its headquarters to the tower last year.

If Tysons Corner aims to become a real community, Playa Vista is doing so without benefit of a transit connection. Located between Venice and Culver City, Playa Vista was originally planned to have a walkable core and a mix of single- and multi-family housing. It's emerged as a tech magnet: companies like Facebook, Google, Microsoft, along with USC's Institute for Creative Technologies are there, for example. "It's the last of the buildings with really large floor plates near the beach, north of LAX, and west of the 405," says Gensler's Li Wen. A balmy climate and ample open space, including protected wetlands, add to its appeal.

Playa Vista is fast filling up with stores and amenities to serve its growing population. The wetlands act as a natural constraint, pushing growth away from the beach. "It's taking the form of an urbanized, hybridized suburbia," says Wen. He and his colleague Olivier Sommerhalder are helping to create this at Playa Vista.

One of their recent projects is Playa Jefferson, a bright makeover of a dated office park. To strike a fun, casual tone reminiscent of West LA's bungalow neighborhoods, Gensler blew out an enclosed atrium to give the complex an open-air gathering place—the kind of year-round outdoor socializing-and-play space at which West LA excels. Gensler also refreshed Latitude 34, a 2009 building that wasn't leasing up, despite huge, flexible floor plates, ample parking, and great location. The problem was image, Sommerhalder says—a sealed-up office building with a logo on top "isn't a place where young tech workers would bring their families and friends." Tech and media in West LA are casual and social. Workers keep their own hours. The designers punched lime-green openings in the façades, installed garage-style doors on the ground floor so people can step out to an adjoining patio, and made a feature of new outdoor stairs. "They want that lifestyle," he says. "The building is now very desirable."

Playa Vista has to maintain the right balance among housing, workplace, and the uses each attracts. If tech and media opt for their own amenities, they could starve those that serve the community, sapping the vitality that makes it so attractive. "This is a fact of life with mixed-use urbanity," Wen says. "You have to pay attention to the mix to make sure it isn't undermined by its own success."

Amanda Kolson Hurley writes for *Architect* and the *Washington Post* from Washington, DC.

OFFICE BUILDINGS & HEADQUARTERS

The pressures that drive workplace change, especially the need to accommodate more people in less space, have a direct impact on the buildings and campuses that house the workforce. We asked a panel of Gensler experts what's new and what's next for these important project types.

BY MARTIN PEDERSEN

opposite: **AVIC International Financial Center, Chengdu, China.**

What's driving change and how are office buildings responding?

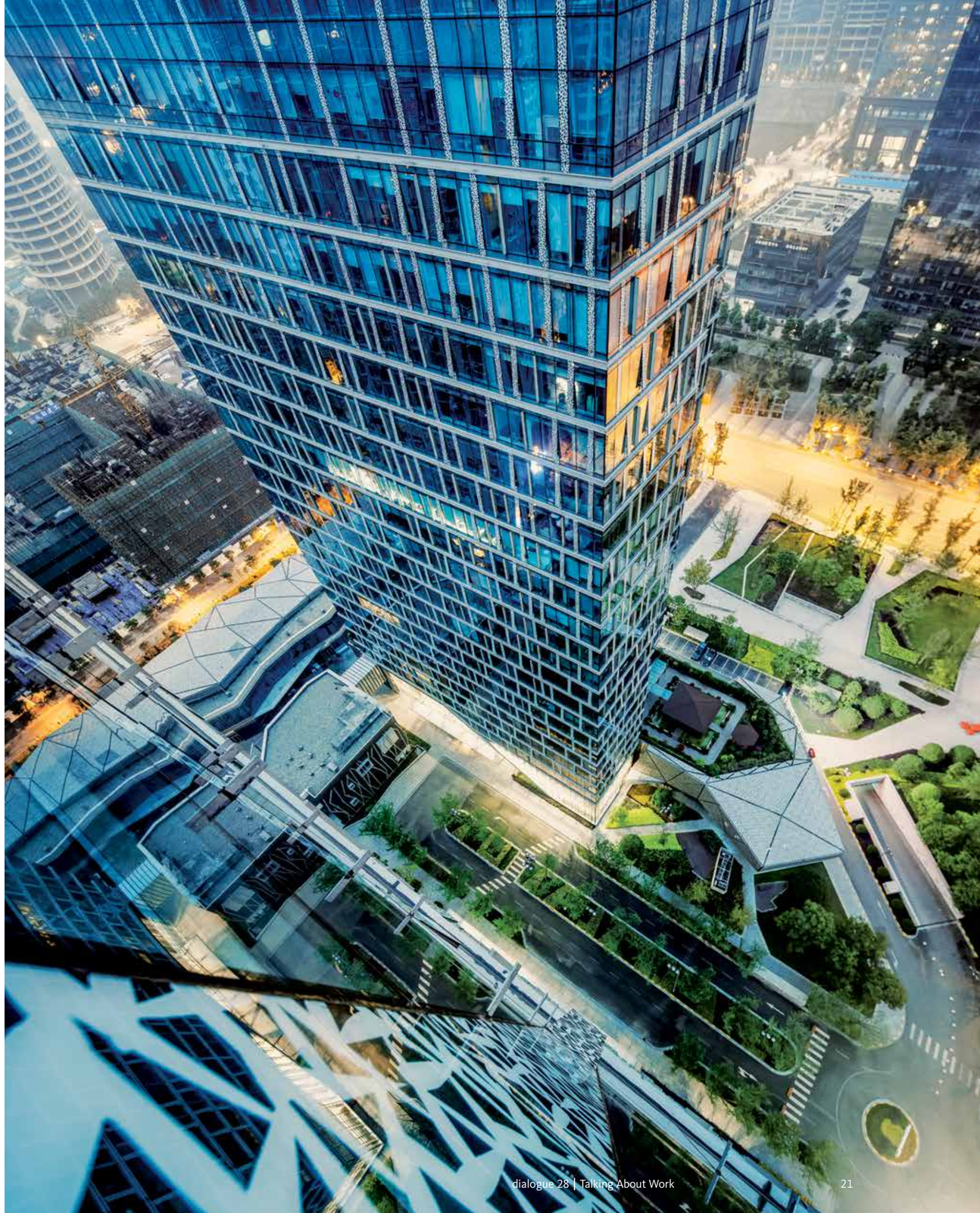
HAO KO: There's a real urgency to transform the organization quickly—"innovate or die," as the saying goes, and innovation is a team effort. Technology is embedded now, and it's changing how people work and how they communicate. The tech sector's scrum mentality—hugely collaborative workspace to draw out the best ideas—has led one of our Silicon Valley clients to embrace horizontality: 5,000 people on two floors, which means floor plates of 250,000 square feet.

Of course, there's still a place for verticality, in part because young workers like the city. But organizations don't want to compromise vertical movement. The Tower at PNC Plaza in Pittsburgh, for example, will have a series of two-story atria that function as shared collaboration spaces and turn pairs of 22,000-square-foot office floors into contiguous vertical neighborhoods.

BENJY WARD: Two floors that aren't connected is death to interaction. Even multi-tenant office buildings are looking at strategies to link floors, sometimes with external stairs. We also have a client eyeing former factories—a one-story, 340,000-square-foot building with a 23-foot-high ceiling, for example. They want people to mix and share ideas. This has room for mezzanines and bleacher seating for everything from team scrums to department meetings—with skylights to bring the daylight in.

DUNCAN SWINHOE: Another driver is how cities themselves are places of work—the activity isn't confined to work's traditional settings. So while urban office workspace is getting denser, businesses are also looking at places beyond their buildings as bona fide work settings. And they're clustering in the neighborhoods where the talent is. In the process, they're uncoupling from rigid design standards, opting instead to repurpose older buildings to get in faster. In the UK, the Class A standards set by the British Council of Offices are not always relevant. Today, businesses want their buildings to support rapid change and help them attract the talent demographic they're seeking. They see the building, the business, and the location as mutually dependent, and their choice of buildings reflects that convergence.

If the old paradigm of an office building or a headquarters was processing tasks, like a factory, the new paradigm is unlocking people's creative potential, like a university. That's a big shift. It's not about fixing space to suit efficiencies and desk ratios, but creating flexibility around where and when people do their work, both inside and outside of the building.



Are you seeing an emerging "new normal" in office building design?

MICHAEL WHITE: While standard practice varies regionally, we're seeing a shift from center-core buildings with a multi-tenant loop to offset-core buildings that provide larger, uninterrupted office floors that tenants can modify in unpredictable ways. The media and tech sectors especially don't want the core to inhibit their flexibility.

Large, even mega-large, office campuses aren't new, but the desire for them in media and tech is for everyone to share ideas and see what others are doing. It's all about proximity and osmosis. At the same time, you can't just throw people together in these huge spaces. You have to be able to give them places that are scaled for humans.

A study we did recently with Hulu showed that once you get beyond 55 or 60 people in an open work environment, the sense of community goes out the window and noise becomes a problem. Hulu's teams are large, so 55 or 60 is a good size for them. Tech-firm teams are often smaller. Giving a team a room of its own keeps it connected, but with acoustical privacy and separation. "My noise is good, yours is bad" is what I call this strategy: It's only distracting to overhear conversations that aren't relevant to your own work.

DUNCAN SWINHOE: Office real estate costs in the key European cities are very high. When this leads to exclusively open office floors that are very dense, productivity suffers. Office buildings should support how people actually spend their time. They need a diversity of other activity-based spaces to complement the open space, but openness plays hugely into visibility and culture. Objections to open plan ignore the importance of openness to creating human connection—an awareness of what's happening and who's doing what. Don't forget that whole generations of the workforce have no experience of a private office—it's an alien concept to them.

HAO KO: If you create a work environment that improves people's productivity and satisfaction, that can make a big difference to the organization. The Tower at PNC Plaza combines active and passive ventilation in a way that lets people control their immediate surroundings so they're comfortable and productive. On a nice day, the double-skin façade lets them open a window or a sliding door to let in fresh air. It's a no-brainer, but PNC is actually setting a new benchmark for headquarters office towers in the US market.

below: **AVIC International Financial Center, Chengdu, China.**
opposite: **Roof deck at Tysons Tower, Tysons Corner, VA.**

What's happening with the technical performance of office buildings?

ROBERT JERNIGAN: The need for higher utilization that drives workplace design has a direct effect on buildings. When you triple the density, everything gets overloaded. The challenge is to meet the demand without adding to the carbon load. Technological innovations can help. Dynamic, computer-driven façades are an example. Elevators that know where you're going and can optimize the process are another. Not only do they save time and energy, but they serve the building with fewer elevators, adding to its rentable floor area. We still design buildings and systems for peak loads instead of finding ways to spread those loads to the off-peak. Mixed use that shares systems and supports is one way to do this.

DAVID EPSTEIN: The focus is on creating sustainable environments in which work is pleasurable. In this era, everyone in the office is looking at some kind of screen, so the building envelope should be energy-efficient while it also controls brightness from the sun. We use software to identify and mitigate hotspots and balance daylight with thermal performance. The façades typically consist of unitized panels of aluminum with high-performance glass and shading devices. There's a constant flow of new, higher-performing glass types, but it still comes down to making design choices. We make them quantitatively, testing digital and fabricated models, including full-scale façade mock-ups.

HELEN KUO: Achieving an ideal building environment requires a synergized approach to design and construction. Along with larger, better-performing façade systems, as David mentioned, we're seeing more robust digital design tools becoming available that can handle today's complex building shapes. We work closely with manufacturers to understand and exploit the potential of these different prefabricated systems. Now being tested, for example, are transparent glass panels that integrate photovoltaic cells. This ongoing dialogue informs our vision of the building, and then lets us bring it to reality.

BEN TRANEL: Some companies pull real-time data out of their existing buildings to make them operate much more efficiently and intelligently. With new office buildings, you can plan this in advance, creating even more data points and giving the building a "brain," a control system that gives the building operator constant feedback on its performance. Some US cities now require building owners to disclose their actual operating metrics. This should be a complete game changer in terms of validating building performance reports.

Connecting with the outdoors, whether to enjoy the view or find a reason to walk, is a desirable feature that people look for in office buildings.

Are there any specific features you're seeing that support today's workforce?

JOSEPH BRANCATO: Headquarters are supersizing amenities to reinforce brand and culture. They're grouped so that everyone—employees and visitors—sees them first. They are constantly in use, with everything doing triple duty in terms of the activities it supports. Headquarters connect people, so you find multistory "town squares" now where large numbers can congregate—and the community can use during off-hours.

Connection is especially crucial for global companies. They want their training centers and collaboration spaces to help forge the kinds of friendships that build loyalty and convey values to keep rising stars in the fold. Health and wellness is a growing part of this, with some companies adopting the Well Building Standard as an extension of LEED—measuring *human* sustainability, not just building performance. The talent wars are back, so quality in a holistic sense is a competitive advantage.

RUSSELL GILCHRIST: Air quality is a big issue in some East and South Asian cities, so the ability to deliver it as part of occupancy comfort is a desirable feature. It means paying more attention to building services—by bolstering filtration, for example. Smog also cuts into daylight, so we increase the floor-to-ceiling heights to maximize the natural light inside.

DAVID EPSTEIN: Giving the workplace an outdoor connection is important, even in taller buildings. We're designing a 29-story office tower in Austin with a series of decks to promote outdoor activity. The anchor tenant is pet-friendly, so if you're working on the 22nd floor with your dog, you can both use the deck. It's definitely a 21st-century world.

Martin Pedersen writes from New Orleans for the *New York Times*, *Architectural Record*, and other publications.

Headquarters are brand-builders for their organizations. Their scaled-up amenities and town hall–type spaces invite their communities to gather and celebrate their cultures.

Hyundai Motor America, Fountain Valley, CA.

WORK IN 2025

How will the world of 2025 impact work and the workplace? Four experts in demographics, economics, transportation, and technology share what they foresee and its possible implications.

BY ALLISON ARIEFF & EVA HAGBERG FISHER

ALAN BERUBE

is a senior fellow of the Brookings Institution and deputy director of its Metropolitan Policy Program, based in Washington, DC.

What will the US workplace look like in 2025?

Alan Berube: In 10 years, the Millennial generation will be the workforce's largest cohort. It will make a significant imprint on the workplace in the same way that the Boomers did when they were coming of age. While Millennials will be the largest segment, they won't necessarily be the most productive. Research on the link between growth and demographics suggests that 40- to 50-year-olds are actually the most productive workers. Many Boomers will have reached retirement age by 2025, but a lot of them will still be in the workforce. They have a lot to offer. To sustain economic growth and productivity, and take full advantage of what older workers can contribute, the workplace of 2025 is likely to be age-diverse in makeup and designed accordingly.

The workplace will be more diverse, since 45 percent of the Millennial cohort is non-white, while the cohort aging into retirement is 25 percent non-white. So we'll see the growth of groups that have missed out on economic opportunity historically. Rising income inequality is a near- and medium-term threat to the idea that our cities should be diverse. It puts political pressure on cities to do something about it—raising the minimum wage, for example, the way Los Angeles, San Francisco, and Seattle just did. The threat is to middle-class aspirations—a very powerful narrative in American society. People sense that the rules of the game for becoming middle class have changed over the past 30 to 40 years. In 2025, more people may view being middle class as an aspiration, not a reality, but they'll still need to feel they have a shot at it.

Do you see technological disruption as a threat to the workforce?

AB: Conventional wisdom has always been that technology is a net positive for any advanced economy. It may destroy a few things in the short run, but it very quickly creates new forms of value, new companies, and new opportunities. But if you look today, post-recession, the rate of slower job growth and slower corporate investment has even the neoclassical people a little bit worried: "Whither goes the American labor market in the face of increasingly rapid technological innovation?" There is potentially much more massive dislocation of a broad swath of workers out of not just the kind of blue-collar occupations that have been leaving us for a long, long time, but even the white-collar occupations that artificial intelligence and machine learning really threaten.

This is where the demographic transformation of the US workforce is a real challenge. The cohort that's coming of age includes more people from groups who, in the past, had less access to good schools and universities. In 2025, higher levels of education will be a prerequisite for economic success. Given the threat that technological disruption poses, especially to middle-class jobs, ensuring that every part of the Millennial cohort can attain those levels is imperative.

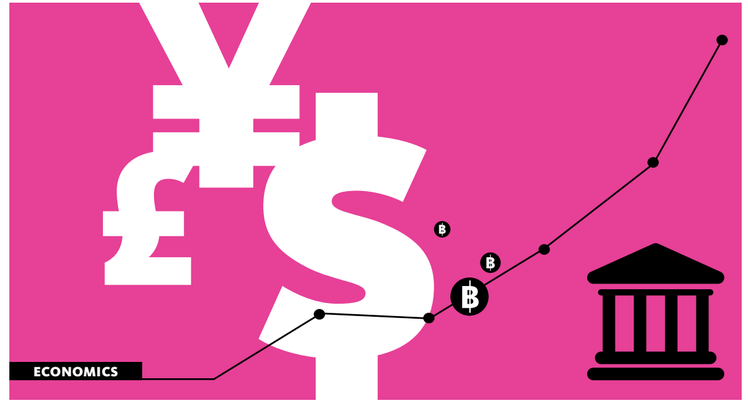
How like the US is the rest of the world, demographically?

AB: The US and Europe are fairly similar, but those parts of the world where people younger than 30 are the majority of the population look quite different. China actually has a demographic pyramid more like the advanced economies than the developing ones. China is an exception because its population growth was slowed by the one-child policy.

Developing countries are undergoing rapid urbanization. China is already a majority urban country. By 2025, it could be two-thirds urban. Africa and India are headed in that direction—they will be majority urban in 10 years. It's only by moving to cities, moving up the economic value chain, that you become more demographically stable, so building sustainable cities in these societies is a real key to their future health and prosperity.

In the US, I've always regarded the sustainable urbanization of midcentury suburbia as the next big challenge. Some see urbanization as either/or, as in, "Everybody's got to move back to cities" or "Leave the suburbs alone and let people live there." I think it's less about where people live and more about their desire for a more urban experience.

People recognize the growing economic value of urbanity for innovation, and for attracting and creating talent and human capital. There's something real there that goes to the nature of innovation and growth today. It doesn't have to occur in a downtown, but it's harder for it to occur on a 1970s suburban campus. So we need more of what characterizes our established central-city downtown to be available in more of our suburban communities. It's what people and firms are demanding. So the question is, how much of a barrier will existing public policies and modes of investment in the suburbs pose to making that shift happen?



KATHI VIAN

of the Institute for the Future in Palo Alto, California, directs its annual 10-Year Forecast program, focused in 2015 on "the seven economies."

What does the economic landscape of 2025 look like?

Kathi Vian: It's actually seven economies—the seven Cs. We will still have the traditional corporate and consumer economies, but there's the emerging collaborative economy that includes things like micro-work platforms and sharing economy platforms. There's also the creative economy, which will absorb the growing freelance workforce—an engine for the innovation that will drive future economic growth overall. There's the civil economy, which decides what's legitimate and what's not. The corporate economy is sanctioned by the values it encodes, but the criminal economy doesn't play by these rules. Unfortunately, the criminal economy will be an increasing proportion of the global economy, integrated with the other six. Finally, there's the crypto economy, which could take peer-to-peer transactions out of the intermediary hands of governments and institutions.

If we look across these seven economies, they suggest that the risk of owning assets is shifting from corporations to individuals. That shift is the headline of economic news in 2025. I'm using asset very broadly. It may be a ladder you can rent out or a car you use to give rides; it may be your intellectual skills or physical labor, or a space that you have access to and sublet. All this points to the collaborative economy—one method corporations use to shift or share risk with individuals.

One way to think about this is to recognize that the corporate economy has seen its return on assets decline steadily over the last 40 years. It's vulnerable, and the potential for stranded assets is part of its vulnerability. There are many ways for assets to get stranded. Technological innovation is a typical cause: new technologies make old ones less valuable. Assets like proven oil reserves can also become stranded if demand dries up—often as a result of innovation.

Corporations also respond to volatility by automating their work processes. Automation is rapidly moving beyond where you would typically expect it, like in manufacturing, where robots can do the mechanical tasks. Using a micro-work model, it's possible to break a complex project down into parts and then use software algorithms to replace human managers—the automated platform itself organizes and runs the work needed to complete the project. This displaces workers, undermining the consumer economy by depriving some people of a steady income.

The crypto economy challenges the corporate economy's role as a trusted intermediary by automating business transactions between parties—including computers—that don't know each other. It will allow self-driving cars to operate as self-owned corporations, and digital autonomous organizations to own and run businesses the way people do now.

How will people in the workforce cope with these changes?

KV: The Millennial generation, the core of the workforce in 2025, has the largest debt in history, much of it in the form of student loans. To keep the flow of income going when the corporate and consumer economies are unstable, they will also turn to the collaborative economy. But in 2025, as much as half of the workforce will consist of freelancers, not full-time employees. And freelancers in particular will turn to the collaborative economy, which can feed them work or help them find it, and let them get added value from an apartment or a car by sharing it.

There's already a kind of leveling up taking place in the collaborative economy, with new platforms building on top of the currently established ones. One platform lets people who don't own a car lease one so they can drive for the ride-sharing services. Another helps freelancers manage the uneven flow of micro-work and make decisions about what projects to take on. A third acts as a virtual union hall, giving those workers an alternative to waiting by the side of the road. A motive for all three platforms is to help the workforce keep more of the revenue it earns.

The creative economy has also been absorbing the displaced workforce. Like the collaborative economy, it will be reshaped as peer-to-peer channels proliferate. The big distribution channels are gatekeepers that filter content strongly. Using the infrastructure of the collaborative economy to build a richer ecosystem of channels can set in motion a virtuous cycle that lets both the distributors and the freelancers prosper. The collaborative economy builds on the creative economy's innovation. The danger is that this won't happen—that both economies will condemn the workforce to a subsistence lifestyle.

Which brings us to the criminal economy. Along with exploiting the crypto economy, criminals use online collaborative and coordination networks to organize low-tech and labor-intensive tasks—sometimes at a massive scale. As more people work in the criminal economy, some will get a firsthand education in these new ways of thinking and organizing, and many more will gain valuable leadership, entrepreneurial, and technical skills. The criminal economy is constantly probing the legitimate ones, unconstrained by regulation, so it's a growing source of innovation for them—as important in this respect as the creative economy.

FLETCHER FOTI

of Autodesk in San Francisco, is a principal research scientist who helps cities make urban development decisions by projecting where growth is likely to occur.

How do you work?

Fletcher Foti: We forecast transportation patterns 30 or 40 years into the future, to the best of our ability. We do this by making assumptions on demographic and economic growth in a region. We look at transportation because it has a massive impact on where people live and work. They choose based on how they want to travel. They're not just picking a neighborhood, but picking one region over another. I think that's true regardless of the technologies involved.

To develop our forecasts, we look at recent trends on how demographics affect people's preferences and how that affects the real estate market. We predict where buildings will be built and how people will travel from home, work, and all the fun places they go. We also analyze things like the travel diaries of tens of thousands of people, cellphone data, and GPS traces to find out how people are moving around now—the current trends.

> **We look at transportation because it has a massive impact on where people live and work.**

Is transportation the only factor?

FF: Some companies seek what we call agglomeration economies. They cluster near other companies of the same type in order to attract talent and share knowledge. The people who work for them can easily meet up and share their experience with the latest tools and methods. That's an obvious competitive advantage for their companies. If a startup outside the cluster hears the news significantly later, that delay could be the difference between making it or not. You miss out on the ethos if you're not right there, and that ethos can be an incredibly narrow band.

How is transportation changing?

FF: What's new are self-driving cars and sharing platforms that give you more flexibility in your personal transportation. You don't have to own a car, you don't have to maintain it or garage it, you don't have to park it or figure out routes—the cars or services do it all for you. Automated cars will give you more flexibility. You get picked up and dropped off whenever you want. Self-driving cars may make certain things easier, but most people are still unwilling to sit in a car for long stretches. Even if they're not driving, 90 minutes at a stretch is probably their limit. Self-driving cars will have a huge land-use impact, because they support compact development. Inner-city travel will benefit the most, because short trips will be so much easier.

Self-driving, neighborhood-serving vans and buses are a logical extension of this, letting transit riders self-select their vehicles. That means that their fellow passengers are likely to be from their own neighborhoods. So the option may be more efficient and sustainable, but it comes with a social equity price that goes against our sense of public transportation as a democratic place where the rich, the poor, and everyone in between interact. Some people avoid it now for that reason, but that's not actually new: streetcars that served residential neighborhoods had a higher class of riders than buses and subways, despite being slower.

What's interesting here is that you can solve for the transportation problem—with the goals of higher efficiency and sustainability—and end up with social inequity. You can solve the traffic problem by charging people to drive on roads—congestion by definition is inefficient space. And some people would willingly pay for a clear road, but that's politically untenable in the US.

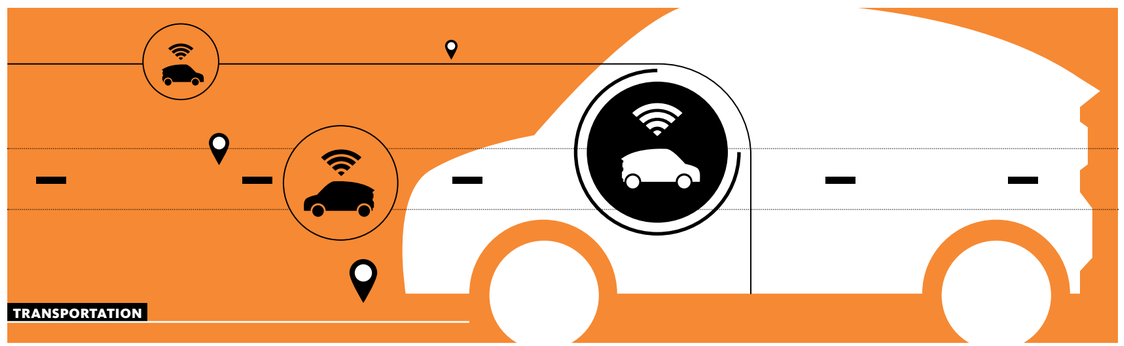
Are there other solutions?

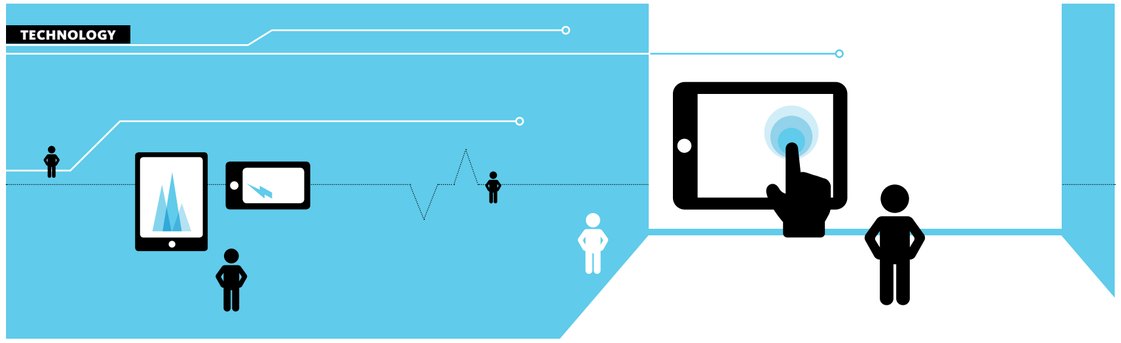
FF: In theory, leveraging commute patterns should have a big impact. If you could spread out the commute, that shift could save billions of dollars in transportation infrastructure upgrades. Transit is completely overloaded during commute hours, but half full 80 percent of the time. Startups have proposed apps that can help people shift their commutes, but the nine-to-five workday is still the cultural norm. So, for the foreseeable future, this idea won't work.

And cars are here to stay?

FF: The car was the greatest innovation of our grandparents' generation. The Internet and mobile phones were the greatest innovations of our parents' generation. For the Millennial generation, it might be transportation. We could take the cars—with their noise, emissions, traffic congestion, and fatalities—off our streets. Solving the transportation problem could be our defining innovation, but we may need our children to finish the job.

Most of the pollution comes from about 3 percent of the cars. The big car-sharing services will generate much less, because they set high standards and are moving toward zero-emission vehicles. These companies control enormous fleets of vehicles, and it's much easier to regulate them—to impose even higher standards—than to regulate the individual car owners.





GREG LINDSAY

is a senior fellow of the New Cities Foundation and the Atlantic Council's Strategic Foresight Initiative. His topics include the intersection of the office, the cloud, and big data.

In 2025, will we all be working on projects?

Greg Lindsay: Like Hollywood? There's definitely the trend. What's missing is the kind of coordination platforms that would allow people to do this in an empowered way. The sharing economy as it exists now is based on centralized work platforms where the benefits of coordination accrue to an app's owners, not its users. But what if the Hollywood model merged with the coworking model, for example? You're not just renting space there—and paying quite a premium for it—but joining a potentially deep roster of talent that can be assembled into ad hoc teams depending on your availability. There have been some interesting experiments with this, but no one's been able to make it work at scale. While I think it would work best if someone assembled these teams in person, face to face, it may be LinkedIn's true calling to become the world's largest talent agency, harnessing all that Big Data about people's skills and interests. I don't think the entire future will work this way, but with 40 percent of the US workforce already "contingent," it's really just a question of how big a piece it will be.

Does the Internet of Things figure here?

GL: I'm a lot less interested in an Internet of Things than an Internet of People. I'm more interested in an office that knows who I should work with and is happy to make introductions than one that dims the lights.

Most of the discussion about the Internet of Things revolves around the notion that we're going to make work 10 percent more efficient. I think that's a dead end. The Internet of Things is already telling people to deliver packages or restock shelves quicker, even if they burn out. Robotic efficiency should be the goal for robots, not for people. But the prevailing logic is the same as what led us from the expensive personal empowerment of Robert Propst's Action Office II, to the deadening efficiency of the cubicle. What's the equivalent of the cubicle in the Internet of Things? That's the question we need to be asking.

What would I like it to do? First, I'd like it to increase our sense of agency and control over our work environment. Second, I'd like it to bring buried or invisible people and resources to our attention. And when it finds them, how will they be presented? Will our days consist of being thrown together with new coworkers by artificial intelligence fiat? Or will we have a choice?

> **I'm more interested in the Internet of People than the Internet of Things.**

What does this mean for organizations?

GL: That they should stop prizing hierarchy and secrecy. The greatest lie that Frederick Winslow Taylor ever told is that management always knows best. We need to encourage and empower people to "work out loud," to share what they're doing, what they have to offer, and what they need help with.

Tools can help with this. One that interests me is Hylo, which offers a goal-oriented social network overlay on top of real communities—whether coworking spaces, alumni networks, or neighborhoods. Hylo lets people work out loud in the cloud by posting so-called "seeds" to it—as in, "Here's what I have to offer" and "Here's what I'm looking for." The software does the sorting by running in the background and looking for opportunities to match your needs and abilities with others. Hylo calls it a "serendipity engine." Tools like these will change organizational culture as people see the benefit of making public what's often kept hidden or secret now, so others can find it and respond to it.

Have you experienced the Internet of Things?

GL: I was part of an experiment at *Fast Company*, where we wore sensor-packed badges that tracked our movements and conversations. One thing we learned is that the best-connected person in the office wasn't the editor in chief or his deputies, but a new hire whose job touched multiple departments. The next question, which we didn't ask, is how a person like this affects everyone's performance. What if she makes everyone 10 percent better in their jobs? How do you compensate her for it?

My personal Internet of Things nightmare is that my employer-issued Fitbit forces me to work at a standing desk after it decides I've been sitting for too long. I probably do too much sitting for my health, but I've decided that this will be my vice in life. If sitting is the new smoking, I'm going to slouch my way through whole cartons of unfiltered cigarettes.

Allison Arieff is SPUR's editorial director. She writes regularly for the *New York Times*, *California Sunday Magazine*, and other publications.

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NEWS+VIEWS

BY ARYN BEITZ

AN ODE TO VINYL

HYUNDAI CARD MUSIC LIBRARY AND UNDERSTAGE
SEOUL

There's something interesting happening in the music industry—and for the first time in a long time, it has nothing to do with the Internet. Vinyl album sales are making a strong comeback, suggesting a slow but steady shift from digital downloading to analog listening. And as album sales keep soaring, Korean credit card company Hyundai Card has taken the notion of vinyl revival, quite literally, to a whole new level.

On a steep hillside in the artsy Yongsan district of Seoul, the Hyundai Card Music Library and Understage advances the company's multiphase "library project," with design, travel, and cooking libraries either completed or in the works. Home to one of the largest specialized music collections in the world—more than 10,000 records (including many limited-edition LPs), 3,000 books, and every issue of *Rolling Stone* since 1967—the Music Library was designed with tactility and longevity in mind. "You want to go back again and again because there's so much depth in the collection," says Gensler's Sabu Song. "You'll never get through everything."

Enlisted to design the interior space and the exterior positioning, Song and Gensler's Philippe Paré worked closely with Hyundai Card to integrate the building (designed by Moongyu Choi with Ga.A Architects) with an interior designed to appeal to the senses and create a very strong experience for the user. "Analog media have a special richness in terms of audio quality and physical tactility. They have a lot of texture and imperfection," Paré says. "There's a lot of beauty, emotion, and authenticity that comes from imperfection. That's exactly the feeling we wanted to create throughout the space."

Selecting timeless materials that would age naturally was equally important as finding installation artists who, aesthetically speaking, could create grungy, yet beautiful, artworks that would smoothly integrate with the building's interior architecture as well as its modern exterior shell. Gensler commissioned Portuguese street artist Vhils, who successfully brought grit and street credibility to the indoor stage, and also collaborated with French street artist JR, who installed the large-scale photograph on the building's exterior.

Due to the rarity of its collection, the Music Library is open only to Hyundai Card holders and their guests. But the company is encouraging the public to enjoy its underground performance venue, Understage. Designed to give back to the community, Understage is intended for small-scale concerts and events, with amenities such as practice studios, an artist lounge, and a café. "The rehearsal studios are made available to emerging and independent artists, so artists who might not be able to afford equipment or space to practice can hone their craft and then perform," Song explains.

The project's underlying goal was to create an approachable experience that would appeal to a broad cross-section of people, says Song. "These facilities are designed in a way that will get people interested in art and music; people who perhaps would have paid little attention before stepping foot into the place," she adds. "At the same time, a connoisseur can find something that is very satisfying."

Ultimately, by creating these libraries that open paths to an enriched lifestyle, Hyundai Card is building an emotional connection with its customers. As spokesperson Fiona Bae told *Wallpaper* magazine, by offering card members new experiences, the company enhances their lives—which elevates the company and the brand. "It's a compelling argument," Paré affirms.

CACTUS LEAGUE KINGS

OAKLAND ATHLETICS HOHOKAM STADIUM AND LEW WOLFF TRAINING COMPLEX
MESA, ARIZONA

Every March, the Cactus League, a tradition in and around Phoenix since 1947, stages the annual Arizona-based Spring Training pre-season for Major League Baseball.

Today, 15 teams compete in the Cactus League, drawing a devoted following of fans. For the 2015 season, the Oakland Athletics and the City of Mesa worked with Gensler to renovate Hohokam Stadium and Fitch Park as the Athletics' Spring Training venues and year-round Arizona headquarters. The upgraded stadium features greatly improved seating and a new high-definition video scoreboard, 56 feet long and 26 feet high—the largest in the Cactus League. The renovation also added some 26,000 square feet to the Athletics' Lew Wolff Training Complex, including an expanded strength/training room, a hydrotherapy room with an underwater treadmill, and locker rooms that can comfortably serve up to 250 players and coaches.

Hohokam Stadium is also home to the Men's Senior Baseball World Series and several other tournaments.

"In March, Mesa is the center of the baseball universe," Mayor John Giles says. "Hohokam Stadium and the Lew Wolff Training Complex at Fitch Park are where the dream starts for the young players who come into our organization," adds Athletics president Michael Crowley.

Aryn Beitz is a design writer based in New York City.

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1,629	pounds of greenhouse gases
8,883	gallons of waste water

Environmental impact estimates were made using the Environmental Paper Network Paper Calculator Version 3.2. FSC® is not responsible for any calculations on saving resources by choosing this paper.

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practice areas

Arts & Culture
Aviation & Transportation
Brand Design
Commercial Office Building Developers
Consulting
Consumer Products
Convention Centers
Corporate Campuses
Defense & Aerospace
Education
Energy
Entertainment
Financial Services Firms
Government
Health & Wellness
Hospitality
Landlord Services
Life Sciences
Media
Mission Critical
Mixed Use
Not-For-Profit
Planning & Urban Design
Product Design
Professional Services Firms
Residential
Retail
Retail Centers
Sports
Tall Buildings
Technology

office locations

Abu Dhabi
Atlanta
Austin
Baltimore
Bangalore
Bangkok
Beijing
Birmingham
Boston
Charlotte
Chicago
Dallas
Denver
Detroit
Doha
Dubai
Hong Kong
Houston
La Crosse
Las Vegas
London
Los Angeles
Mexico City
Miami
Minneapolis
Morristown
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