

# REPORT 0116

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teamgnesda  
Seminar Dates

January-June  
H1-2016

## teamgnesda KEEP MOVING

Dear Reader,  
2016 is an exciting year. Starting with new appointments to the Executive Board, Stephan Pasquali and Marko Rostek, the year continues with big projects, interesting seminars, and workshops, culminating in meaningful working environments, making our clients even more successful. How that is going to happen is explained by Tobias Hafele whose talent is asking the "right questions". Read on to hear the answers and be inspired!

Your teamgnesda

### In this edition:

#### New Executive Board

The team, the backgrounds, the ideas...

#### Change Management

... asking the "right questions"!

#### Erste Campus

A project with high impact

#### Rodenstock

... has found a new home

#### Management Seminar:

Next WOW (World of Work)

### CONGRATULATIONS TO OUR NEW EXECUTIVE BOARD MEMBERS STEPHAN PASQUALI AND MARKO ROSTEK

teamgnesda is paving the way for a successful future. The growing number of employees and clients has prompted the company to take the necessary organisational and managerial steps now to ensure that it continues to be the first choice for its clients when seeking, choosing and outfitting office buildings. teamgnesda started 2016 by appointing new directors to its board.



Stephan Pasquali (35) former member of the executive board at IMMO-CONTRACT, a leading Austrian real estate broker, brings more than 10 years of expertise to teamgnesda. In future he will concentrate on the areas of sales, finances, audit, HR, strategy and closer cooperation with teamgnesda International. The father of two is a licensed real estate trustee and learnt the business of real estate brokerage from the ground up.

In his last role as head of sales and director of a well reputed company with approximately

### Workshops on "Building Safety"

#### Discover in these workshops:

- What technical and organisational building safety actually is.
  - What the advantages and disadvantages are for a responsible manager to pay attention to.
  - How to provide legal certainty to the decision makers.
- In these workshops you will have the opportunity to work with our expert Ivo Lagler on a "best practice" model, which takes into account your specific needs.

#### "Technical Building Safety" Workshop

Choose from two dates: 23rd February 2016 or 2nd March 2016, 9-12 am

#### "Organisational Building Safety" Workshop

Choose from two dates:

5th April 2016 or 14th April 2016, 9-12 am At the teamgnesda office, Lehargasse 11, 1060 Wien  
Booking required at: [tour@teamgnesda.com](mailto:tour@teamgnesda.com)

### Preview of further seminars in the first half of 2016

#### Blaha Forum:

Thurs, 31st March 2016 - "Real Estate Strategy, Searching and Choosing Property" an interactive workshop, Blaha Forum

teamgnesda Management Seminar Hotel Sacher: Wed 13 April 2016 - Meaningful Working Environments and Office Culture: Social Cooperation in the Working Environment, Hotel Sacher Wien

Find more details and booking information in the news section of our webpage: [www.teamgnesda.com](http://www.teamgnesda.com)

# team gnesda

SINN:VOLL WEITSW



© Wilke

From left to right: Stephan Pasquali, Marko Rostek, Andreas Gnesda

140 employees, Stephan Pasquali put his management skills profitably to the test. *“It was the comprehensive approach to consulting and the partner-like cooperation with clients that attracted me to teamgnesda from the start. Add to that significant expertise, a spirit of innovation, and employees, all of whom focus on working with and for their clients!”* says Pasquali about his appointment. In the course of his career to date Stephan Pasquali was in charge of supporting Nokia Siemens Networks, the European Union, Webster University, 3M and Manpower, amongst others, in their choice of sites.

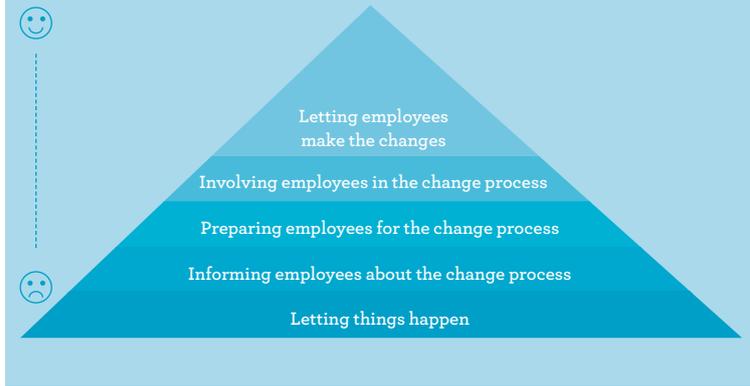
**Marko Rostek MSc, (46)** has been at teamgnesda for 9 years and is recognised not only by his colleagues to be one of the most successful and innovative team members, but also more than recognised on the market for his project management knowledge. His cooperative support of 10,000 employees on their journeys to new offices in the last five years alone speaks for itself and remains unparalleled. In this light, his next step in the company is logical: from now on Marko Rostek in his role as director will be responsible for teamgnesda’s entire knowledge management. *“In turbulent times such as we are all experiencing at present, both employees and clients have a strong need for dependability. That is why my main focus will be on the continued development of the value creation process, from quality management via product development, all the way to the training and further education of staff.”* Marko Rostek is proud to have successfully advised such notable companies as ERSTE Group, ÖBB, WU or Styria Media Group and Hypo NOE Group.

**Andreas Gnesda** is happy to have found in his new directors **Stephan Pasquali** and **Marko Rostek**, strong personalities who stand for the teamgnesda ideal and to have laid the foundations for further development and growth of the company.

For all three, the focus of the company is clear. The *people-building-organisation equation* stands at the centre of every consideration at teamgnesda. The perfect balance of these three factors is what makes the company, and therefore the client, successful and that, ultimately, is the goal for all projects.

Changes in the company does not however end with the new appointments to the board of directors: this is part of a wider teamgnesda project. The first step was to cautiously adjust the organisation in cooperation with its highly-motivated and interdisciplinary staff. The aim is to consolidate the foundations of the company according to core teamgnesda values, that are strongly appreciated by our long-standing clients, and underpin the high-quality expert consulting in the implementation of all projects. These core values are:

**COOPERATE AS PARTNERS – ACT PASSIONATELY – BE DEPENDABLE**



## CHANGE BEGINS WITH PEOPLE ...

### ... OR DOES IT?

The search for a new office often starts with lots of questions, high investments and unexpected obstacles. The question of where becomes a “matter for the boss” and blocks off a lot of resources within the company. Every decision that is made in this relatively short space of time, has long term consequences in the new work environment. So every mistake will be felt for a long time.

#### Hard facts define the process

Most businesses consider the real estate decision from a very antiquated and basic point of view. The most important factors of the decision are considerations of location, infrastructure, square meterage, and rental costs. Sometimes there are clear requirements as to technical equipment. In short, it is all about the hard facts.

#### Let's change our perspective

Only few understand that space i.e. the office is also an important and decisive resource. Someone who knows that, asks completely different questions from the start: which processes are most important to your core business? How can you improve the working capacity of your employees? How can the new offices motivate staff and strengthen their identification with the company?

Viewing the project “next world of work” from this unique vantage point means that it is no longer the question of space, cost or size that is at the centre of each decision but the most important resource in any company: **the people**.

#### New working environments are not just about “cool” design

The offices of companies like Google, Microsoft or Facebook are often referred to in discussions about new working environments. What is remarkable about them is their approach to work stations not their design. These businesses have simply reproduced their culture in their office concepts i.e. their flat hierarchy and open communication.



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Contemporary working environments are not the result of cool designs, they are always a reflection of internal processes. Only then will they be accepted by staff, have a positive effect on motivation and increase work capacity.

#### Ask the right questions

New working environments can only be successful if the employees are involved in their development. To achieve this, tailor-made change management and asking the right questions are necessary. What is the purpose of the new office? How does communication flow within the company? What values define the company? How can the new office concept support the company in its processes and objectives?

#### Open communication and employee involvement

Architects and project managers often only see employees as a factor of disturbance in the concept and planning phase. Decisions are made behind closed doors instead of entering into a dialogue. There need to be clear rules about the levels of information and how it should be communicated, for example:

**Informative:** important decisions are made within the management circles. Employees will be informed of them.

**Moderated:** the goal is clearly defined but open discussion is welcome

**Integrated:** open, democratic decisions are possible here

This modular decision-making structure allows employees to be involved. We must learn to see the staff not as a problem but as part of a solution. Who else could know better how the work environment can improve their performance?

Companies who involve their employees in their decision-making processes about new workplace concepts are rewarded with stronger loyalty and lower turnover. You will be the winners in the “War for Talent”.



## A MAJOR PROJECT GETS UNDERWAY ...

### THE ERSTE CAMPUS IS SETTLING IN. A STATUS REPORT.

The Erste Group relocated the first people to its new headquarters on the site of the old Südbahnhof railway station in December 2015. In total 5,000 staff members from 26 different locations will relocate to the Campus. To ensure a smooth procedure the moves were divided into 4 main move weekends, and strict parameters are the basis for a successful move. In March 2016 most of the relocation will have been effected and the Campus, with its six different buildings, will fully come to life. **teamgnesda** has been on board from the start with strategic relocation planning and the development of the old locations.

#### Facts and Figures:

client:	Erste Group Bank AG
gross floor area above ground:	approx. 117,000 m <sup>2</sup>
people:	approx. 5,000 employees



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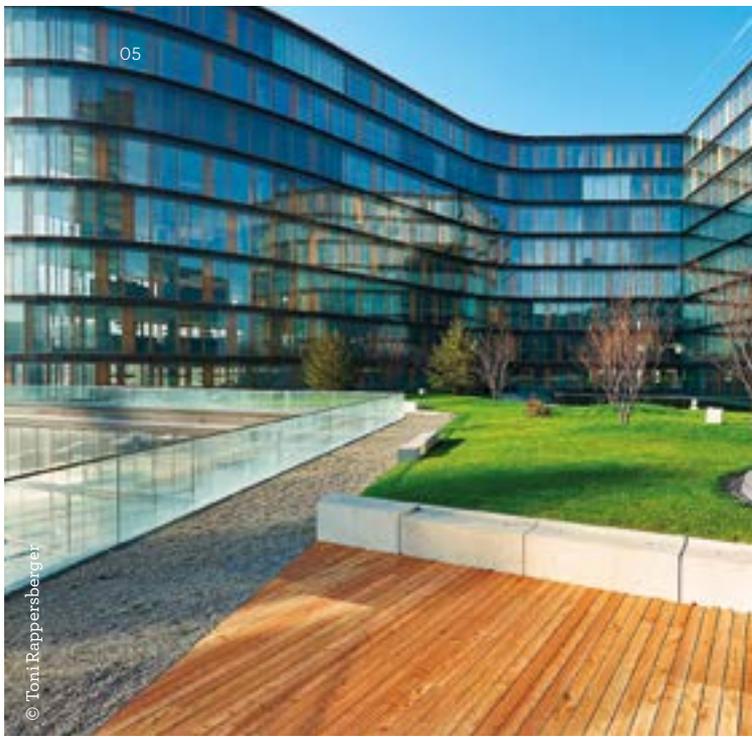
## MARKO ROSTEK, MSc IN CONVERSATION WITH STEFAN FICHTENBAUER, ERSTE GROUP

*Marko Rostek: What were the particular challenges presented by the biggest relocation project that has ever taken place in Vienna and how was **teamgnesda** able to support you?*

**Stefan Fichtenbauer:** the biggest challenge by far for our relocation management, was grouping the large number of employees, from 26 different locations, into one plan of action, manageable for everyone involved. In total, we moved about 5,000 people in 4 weekends. To establish the key features of our plan we elaborated a set of guidelines and policies in the planning phase, as the relocation parameters for staff. These parameters, such as for instance that each person was allowed to move a maximum of 2.4 metres of documents (about 3 boxes), which had to be strictly respected, corresponded furthermore to the new office space concept, developed for the Erste Campus. **teamgnesda** contributed its many years of expertise right at the beginning of the strategic relocation planning in 2013, and brought valuable experience from other major projects to the table. This knowledge became a notable factor of success in the contract awarding phase, when creating tender documents, and in the detailed planning phase.

*Marko Rostek: Which measures or tasks in the preparation phase of the relocation now appear to have been particularly worthwhile for you?*

**Stefan Fichtenbauer:** Coordinating the move, and the clearance and sale of the previous property was a particular challenge for the detailed planning phase because in many cases, events had to happen not only on a very tight schedule (due to the very early return date planned for rental properties), but also extremely smoothly and efficiently. Integrating the contracted forwarding companies into the project as early on as possible, and their continual involvement in the detailed planning phase, proved to be invaluable. This enabled us on the one hand to react fast to any changes, and on the other hand,



by means of regular communication, to keep a coordinated overview of the project. **teamgnesda** guided and supported us in this phase, keeping us firmly on track with their comprehensive approach to the overall process. In addition, integrating considerations of moving and clearing, or sale of the old locations had a measurable and positive effect on the start of the relocation process, and on the progress of the project.

*Marko Rostek: Moving 26 locations is a logistical challenge. Were there particular quality requirements for a company in the banking industry?*

**Stefan Fichtenbauer:** Naturally all locations were required to meet high standards of data security and confidentiality when it came to the documents being moved, not only by our customers but by us, their project team. In the detailed planning phase we looked very carefully for solutions to ensure that no security breaches were possible, not only during the move but also during clearing and sale of the properties. To give an example, the relocation of the security deposits was effected under guard and using sealed vehicles.

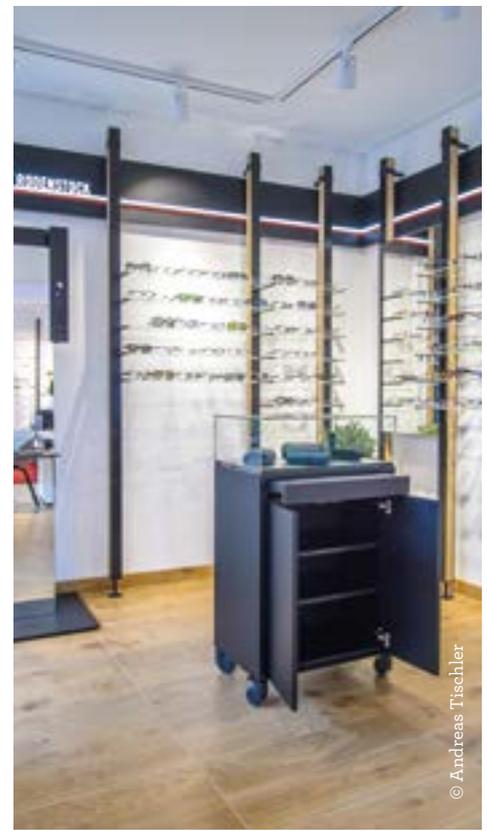
*Marko Rostek: The first employees have already moved and have settled into their new working spaces. Will Erste Campus and its brand new working environment concept influence corporate culture in the long term?*

**Stefan Fichtenbauer:** Although at first there were a number of criticisms of open-plan offices and desk-sharing, most of the employees now feel very comfortable at Campus. The project team can certainly report a lot of positive feedback for the main points. By installing many different types of work spaces in each home base, we have managed, despite the non-territorial office concept, to provide the right environment for all types of work.

Bringing together the different departments from their different locations has not only made communications faster and more open, but overall work routines have become more efficient. We are convinced that the new office landscape with its great number of positive effects will not only influence the culture and levels of collaboration within its walls: it will also have a positive effect on our collaboration with customers.



IN  
TALK



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## SOUGHT - FOUND

### ... WORKING WHERE OTHERS SPEND THEIR LEISURE - AN OFFICE IN SCHÖNBRUNN!

Rodenstock is a leading producer of eyewear lenses and frames. The company was founded in 1877 with headquarters in Munich, and employs approximately 4,500 people around the globe, present in more than 85 countries with offices and distribution partners. Rodenstock has production plants at 15 locations in 13 countries. For 15 years the Rodenstock headquarters in Austria was on Mariahilferstraße, close to Westbahnhof Railway Station. It was able to reduce the rented area to 460m<sup>2</sup> at the beginning of 2000 by closing part of the production.

In addition the lease was not renewed by the owner in 2015 so the company needed to look for new headquarters. **teamgnesda** was commissioned to search and choose a property, plan its outfitting, and manage the move.

By running a survey of staff requirements, combined with an employee survey, we were able to define criteria for the new location. Based on this information we set out to hunt for the right property. More than 30 properties were identified and the project team brought it down to a shortlist of 5 favourites. These could all be viewed on the same day and 3 of them made it to the last round.

At this point **teamgnesda** made occupancy analyses of the different locations and compared studies. About four weeks later the lease was signed on "Forum Schönbrunn". **The General Manager for Austria, Clemens Moritzer**, comments clearly on his decision to collaborate with **teamgnesda**: "Having everything under one roof, so to speak, with planned, controlled and negotiated costs, and a single point of contact, were the most important points."

Besides being a modern office with state-of-the-art equipment "Forum Schönbrunn" had many other attractive aspects that led to its being chosen. For example there is now a shower available for sports fans who want to come back to work looking fresh after a jog around the Schönbrunn castle grounds. Involving **teamgnesda** as an external advisor had a positive effect on the quality of project management, as **Clemens Moritzer** states: "A great advantage was the direct and personal support from **teamgnesda**. Decisions were discussed internally and subsequently executed, checked and accepted by **teamgnesda**."

After establishing that the offices were commercially suitable, occupancy plans were made. Based on these plans, the landlord was able to proceed with shell and core works. The adapted surfaces were handed over mid-November and some of the new furniture fitted. On the following weekend, the move was made in the course of one Saturday. On the following Monday Rodenstock was ready to get back to work in its new offices. "The move in one day with the aim to get the IT up and running, and to start smoothly on day one, to avoid extra strain on the staff's daily routine" is what **Clemens Moritzer** saw as the major challenge of this project. The movers were also commissioned to clear the old offices of the old furniture, mobile shelving units, etc. By the end of November the old offices were ready to be handed over to the owner of the Mariahilferstraße property.

A newly fitted out "Competence Store" is now available for B2B customers to view the most modern and newest shop trends. The offices and the "Competence Store" are also in use for the presentation of new collections and items and for seminars.



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The staff arrived happily in their new offices in November thereby avoiding any added stress in the pre-Christmas period. Staff behaviour has also changed thanks to the new workplace concept.

*“Quality both of life and work has clearly increased at the new offices, and this is reflected in the team’s motivation and enthusiasm, and also in their daily work routines: sports, infrastructure, accessibility, local shops, architecture and modern equipment of the new building”* says Clemens Moritzer, who is now on track with a highly-motivated team.

**Client: WKO new team offices**

**Project:** The Austrian Chamber of Commerce (WKO) is setting a milestone in the subject of contemporary working environments. New team offices were developed for the Finance and Accounting Department (FinRe) as part of a pilot project. From the start, all the employees of the department were directly involved and five of seven teams pronounced themselves 98% in favour of the new office concept. An open, modern office landscape was fitted. The solution: team offices with directly adjoining small meeting rooms for team leaders. The use of much glass allows light to reach into the interior parts of the building making the atmosphere of the whole

**BOARDING PASS**



office light and spacious. On the one hand employees have the advantages of a modern and visually attractive working space, and, on the other hand, the offices promote communication, simplify the flow of information, and strengthen the community. The FinRe-Lounge, designed by the teams themselves is the centrepiece.

**Time of travel:**

**August 2015 – December 2015**

**Passengers:**

**FinRe Department 70 employees**

teamgnesda

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**INVITATION**  
to the  
Management Seminar  
13 April 2016

8 SEMINAR

# MEANINGFUL WORKING ENVIRONMENTS AND OFFICE CULTURE:

## SOCIAL COOPERATION IN THE WORKING WORLD

A human being experiences meaning on three levels in life: fulfilment through the creation of work, identification with universal, global values, and a satisfying and functional life, resistant to stress, with socially successful relationships. What does this have to do with the office and the working world? When, during the process of change, a new office landscape needs to be created, the community culture is taken more and more frequently into consideration, as it is seen as a driving force of the economy of the future.

This seminar is all about working together. Be there and learn from the experts. Maybe you will discover a new perspective and want to put what you have heard into practice so that a pleasant and promising work environment can be created.

**People create spaces ... Space influences people ... Culture is stronger than space!**

The management seminar has three central themes:

- We will take a look at what lays the foundations for social cooperation in the workplace, why HR is not the same everywhere, and how this is connected to employee motivation.
- We will deal with the question of whether values are useful to cooperative behaviour as tools to guide action, and what weight they carry for our behaviour, and therefore attitude.
- We will hear about future-defining attitudes that let work flow smoothly of its own accord, and why it makes sense to adopt them.

**Experts:** *Katja Hausmann-Bauer and  
Bernhard Wiesinger*



*Mag. Katja Hausmann-Bauer  
Project Management  
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### **Programme:**

*Until 9 am*

*Arrival of participants, welcome coffee and tea*

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*9-10.30 am*

#### **Social Cooperation**

*What happens when social cooperation is actually practiced?  
What effect does it have on the working environment?*

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*10.30-11 am*

*Coffee break with coffee, tea and snacks*

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*11-12.30 am*

#### **Values and basis for values**

*A culture of trust and clarity in the way the business operates  
through a set of core values? What does space look like when it  
reflects the values of the employees?*

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*12.30 am-13.30 pm*

*Lunch break*

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*13.30-15 pm*

#### **US Culture**

*Homo Socialis, social competence, social intelligence, a picture  
of humanity viable for business?*

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**Where:** *Hotel Sacher Wien, 1010 Vienna, Philharmoniker Strasse 4*

*We charge a fee of EUR 179 plus 20% VAT. This fee includes seminar materials,  
lunch and break refreshments as well as room rental*

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**Booking:** *managementseminar@teamgnesda.com*

**Inquiries:** *Ms Klaudia Csar*

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*Tel: +43 1 486 70 70 – 10*

*Please note that places are limited*