

arc

applied research & consulting

by Steelcase

## A Global Workplace Consultancy



“Their depth of understanding of the workplace, the depth of their research: no one else has their capabilities.”



## A global consultancy focused on work and the workplace.

A company's greatest asset, and its most expensive one, is its people. After that comes technology and real estate. How well those assets are linked together with the organization's work processes determines the company's business results. We help companies link these four business drivers together to achieve greater results.

We work with public and private organizations around the world, from firms with fewer than a hundred employees to multinationals with thousands. Over 400 clients across six continents and a variety of industries have benefitted from ARC engagements.



“I think they’re a well-kept secret. If more companies knew ARC’s capabilities, they’d be fighting to get to them.”

**Chris Mach** | Associate Director of Corporate Real Estate  
AT&T  
Dallas, TX



“Involving the staff meant people felt very engaged. They personally saw the results as we went through the process. The ARC team provided a tremendous help.”

**Donal O'Connor** | Senior Partner  
PricewaterhouseCoopers  
Dublin, Ireland

## Unique capabilities at work.

Through our unique combination of applied research, expertise, and user engagement techniques, we help organizations measurably improve their business results.

### Research-based insight

Research isn't just part of our name. Steelcase's leadership in research on work and the workplace gives us, and in turn our clients, unparalleled knowledge about the work environment and how to leverage it for optimum results.

### Multi-discipline expertise

Our team members have diverse, distinctive expertise, with backgrounds in business management, finance, design and architecture, urban planning, environmental sciences, and social sciences. This means we can precisely pair expertise and experience with client needs.

### User engagement

We engage deeply with our clients, not just with questionnaires and data gathering instruments, but through workshops, interviews, and observations to gain a thorough understanding of the company. The result is more meaningful insights, greater organizational buy-in, and more effective implementation of a workplace strategy.

“Their depth of understanding of the workplace, the depth of their research: no one else has their capabilities.”

**Esther Patzia** | Principal  
Smith Carter Architects and Engineers Inc.  
Winnipeg, Manitoba

# Unique approach.

Each of our engagements are unique, and address specific needs and objectives. From the discovery of issues to the articulation of needs and the implementation of meaningful workplace solutions, we follow a comprehensive consultative process that's tailored to each client's situation.

Our research approach is founded on techniques pioneered by IDEO, the preeminent design consulting firm. We've adapted them for the work environment to engage deeply with users at every level of the organization, top to bottom. We ask questions, observe work processes, and guide users through experiences that reveal hidden needs and create better solutions.



**“ARC helps companies understand space as an important strategic asset, and can help bring that insight to an A&D firm’s clients.”**

**John Schneider** | Vice President and Principal  
Walsh Bishop Associates, Inc.  
Minneapolis, MN

## Collaboration

To develop truly tailored solutions, we look across your organization to consider many factors that affect work and the work environment, such as real estate, technology, human resources and other key areas of the company.

We often collaborate with our clients' other consultants in HR, IT, organizational development, and other fields, and always partner with the design firm of record to meet client needs.

# Services tailored to your needs.

## Work environment strategy

In collaboration with the client's design team, ARC establishes a plan for the organization's work environment that links people, space, technology and work processes, to measurably improve business results. This strategy is key to effectively leveraging the workplace. Depending on the company's needs, specific modules are involved:

### Change/Transition Management

Gauges the organization's capacity for change, ensures user buy-in and a successful transition to a new work environment, and builds change competency into the organization.

### Design Strategy

Enriches the design process with strategic methods for connecting the physical work environment to business goals and measurably improving user effectiveness and satisfaction.

### Real Estate Strategy

Creates a plan for the organization's real estate linked to the overall business plan, including economic, social, and environmental goals, with the flexibility to respond to changing business conditions.

### Measurement Strategy

Develops a meaningful scorecard to track factors such as improvements in workplace efficiency, worker and workplace effectiveness, triple bottom line (economic, social, environmental) performance, and other pre- and post-occupancy measures.

### Standards Development

Establishes workplace standards that simultaneously provide business efficiencies and more flexibility for the organization.

### Network Analysis

Uncovers informal networks, maps their strengths and weaknesses, and identifies key network players, to enhance the organization's capacity for effective process, communication, innovation, decision making, and learning.

### Alternative Work Strategies

Determines appropriateness of telework, on-demand space, satellite offices, and other alternative work arrangements. Considers the economic, social, and environmental aspects of these strategies and how to effectively implement them.

### Workplace Piloting

Tests physical spaces with users to measure behavior changes and how well workplace strategies deliver organizational value. Reduces risk and increases user buy-in with any new workplace.

### Business Case

Determines the best course of action for a new or renovated facility by linking specific economic, social, and environment factors to business objectives and conducting cost/benefit analysis.

## Topical seminars/workshops

Engaging events geared to specific audiences on subjects ranging from work culture to design trends, current research findings, and other topics.



“Engaging with ARC has broadened our perspective about how we deliver workplace solutions. ARC challenges us to consider organizational impact and changes, shifts in population demographics, generational differences, even how the current economic climate could serve as a catalyst in the transformation of our space.”

**Scott Dorn** | General Manager Corporate Properties and Services Operation  
General Electric  
Fairfield, CT



## In times of change, a trusted partner.

Every ARC engagement involves change. There is an opportunity to be seized, a particular issue to address, or a need to shift the organizational culture. Often it's the realization that the current work environment is impeding other business or culture changes.

Partnering with our team engages not only our problem-solving consultants and the unmatched research assets of Steelcase, it also brings to bear the power of deep user engagement. This ensures a measurable change management process, improves alignment throughout the organization, and offers the potential for transformational change.



“ARC helps place value into decision making. Instead of making decisions strictly for efficiency’s sake or what can seem the path of least resistance, they help leaders make decisions that better advance the purpose and mission of the company.”

**Mike Brennan** | President and CEO  
United Way for Southeastern Michigan  
Detroit, MI

Our unique capabilities and proprietary approach can help you leverage your work environment to refine, redefine, or even transform your organization.

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“ARC helps us improve productivity and efficiency in our organization. They always give us more than we expect.”

**José Graña** | President & Chairman of the Board  
Grana y Montero S.A.A.  
Lima, Peru

**Steelcase**

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