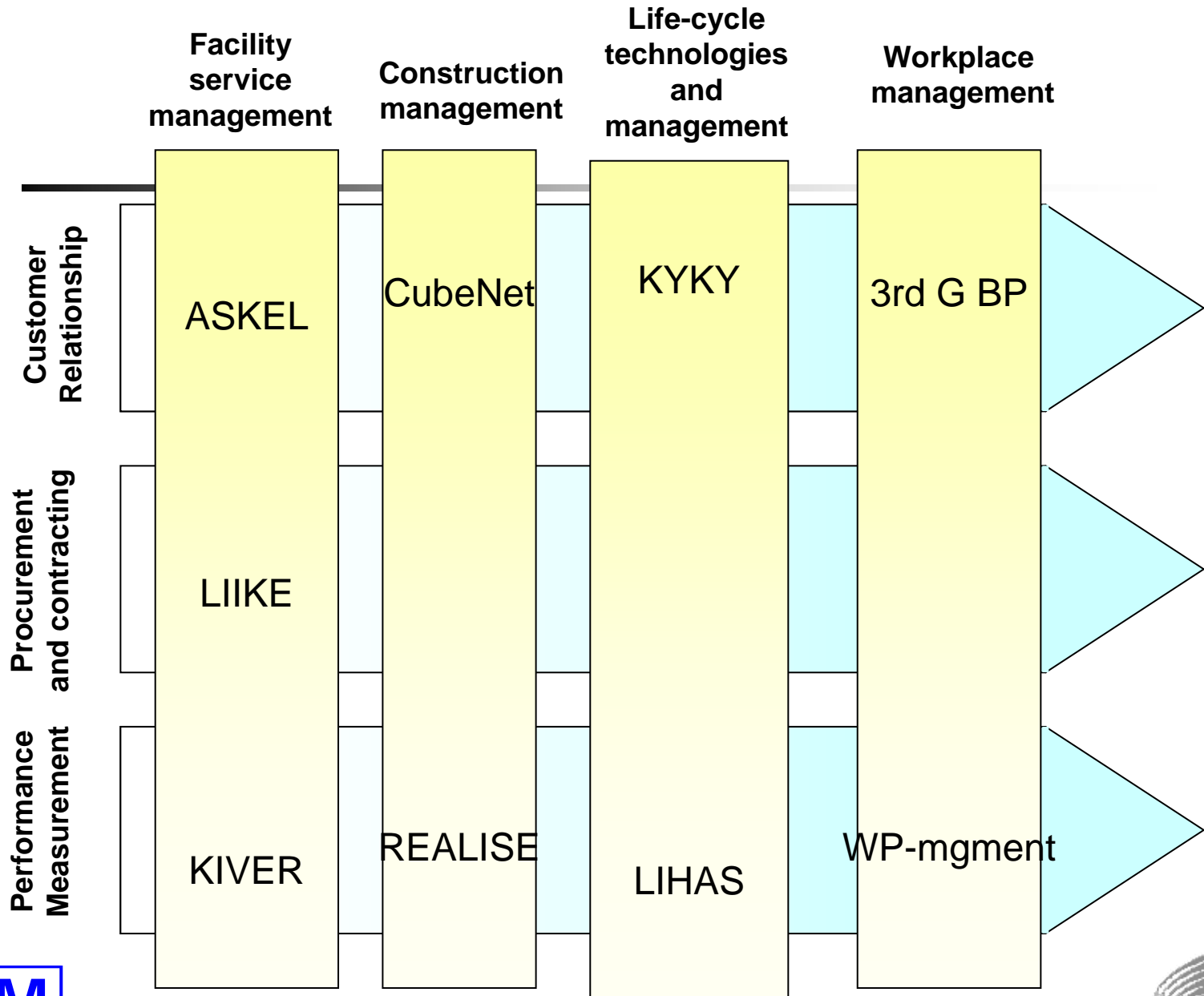
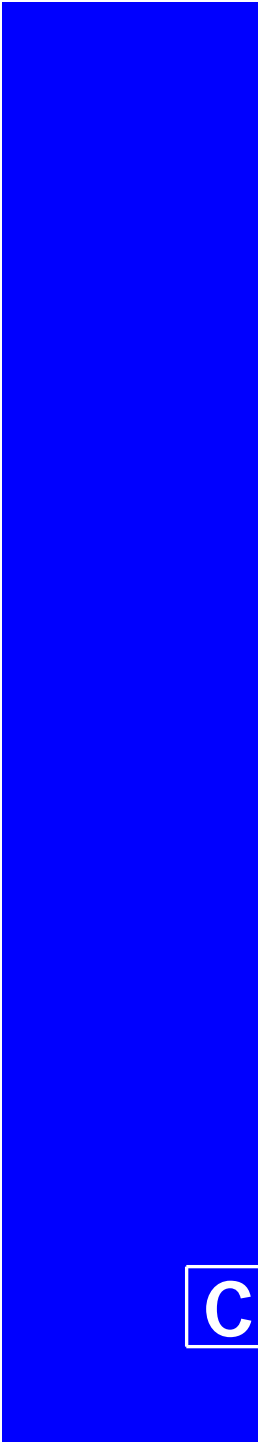


CEM – Facilities Services Research Group

- Research for Real Estate Business in co-operation with companies
- Aiming to practical benefits for companies as well as to high quality research





Resources

- Researchers
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 - Tero Lehtonen, TkL
 - **Heidi Siekkinen, KTM, YTM**
 - Markku Heimbürger, DI
 - Antti Tieva, OTK
 - Sami Kärnä, HTM
 - Mikko Nousiainen, DI
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- Reserch managers
 - Seppo Junnila, TkT
 - Juha-Matti Junnonen, KTM, TkL
 - **Suvi Nenonen, YTM, TkT**
 - **Antti Tuomela, TkT**
 - Jukka Puhto, DI



WORKPLACE NETWORKS

Workscape Methodologies

- how to study communication, collaboration
and workplaces in physical, virtual and social
spaces?

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BACKGROUND

- This work is based on dissertation *Network Service Organisation – Interaction in Workplace Networks* by Antti Tuomela (2005)
- The aim of this presentation is to introduce a framework for studying network service organisation in workplace environment.
- Also a governance model for workplace knowledge is presented.



Research methodology

- Social network approach
- Interviews with more than 150 actors in workplace network
- Grounded theory used in interpreting interviews
- Focus group discussions, participatory observation, documentary analysis



Workplace Network

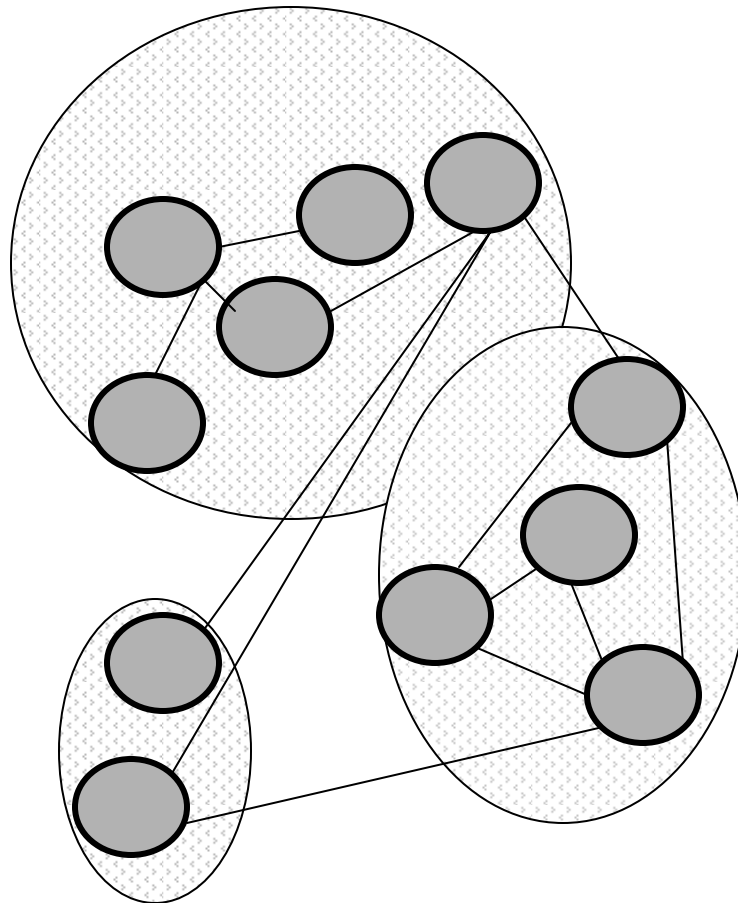
- “co-operational network of several core business support functions such as corporate real estate management, facilities management, property management and different out-tasked services”. (Tuomela 2005)



- This definition incorporates CRE (corporate real estate), HR (human resources) & IT.



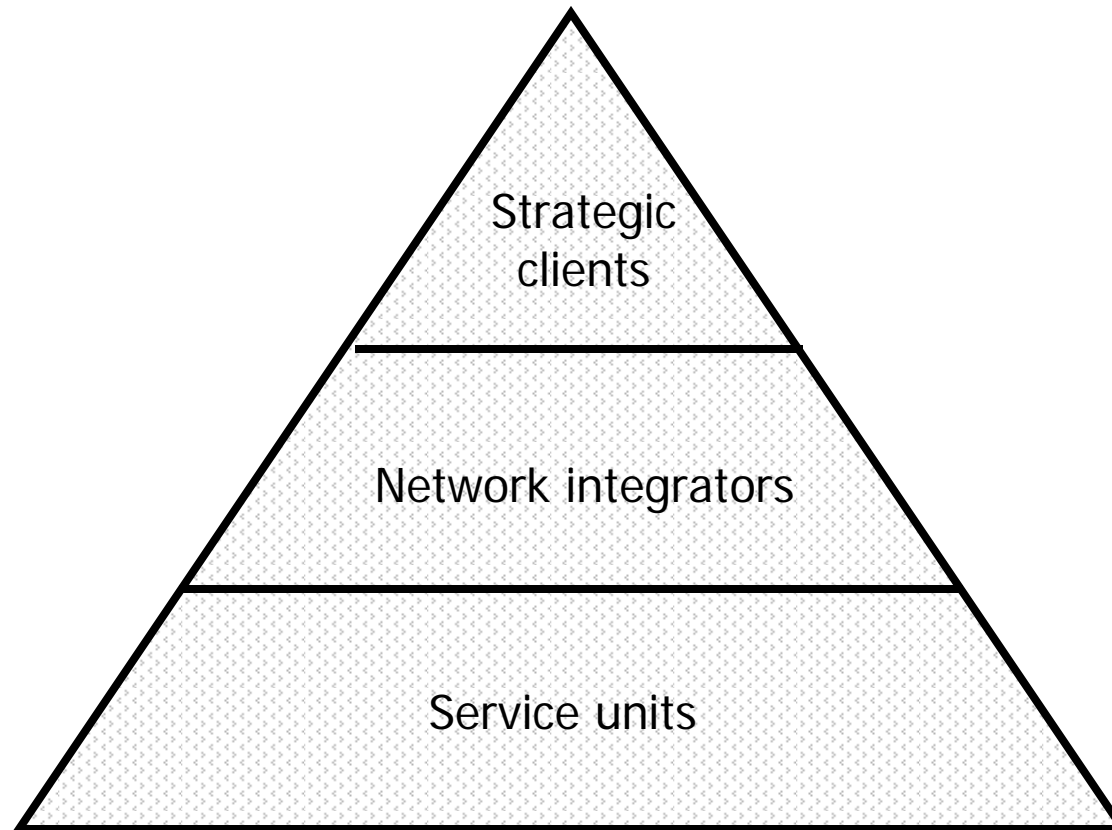
Social Networks



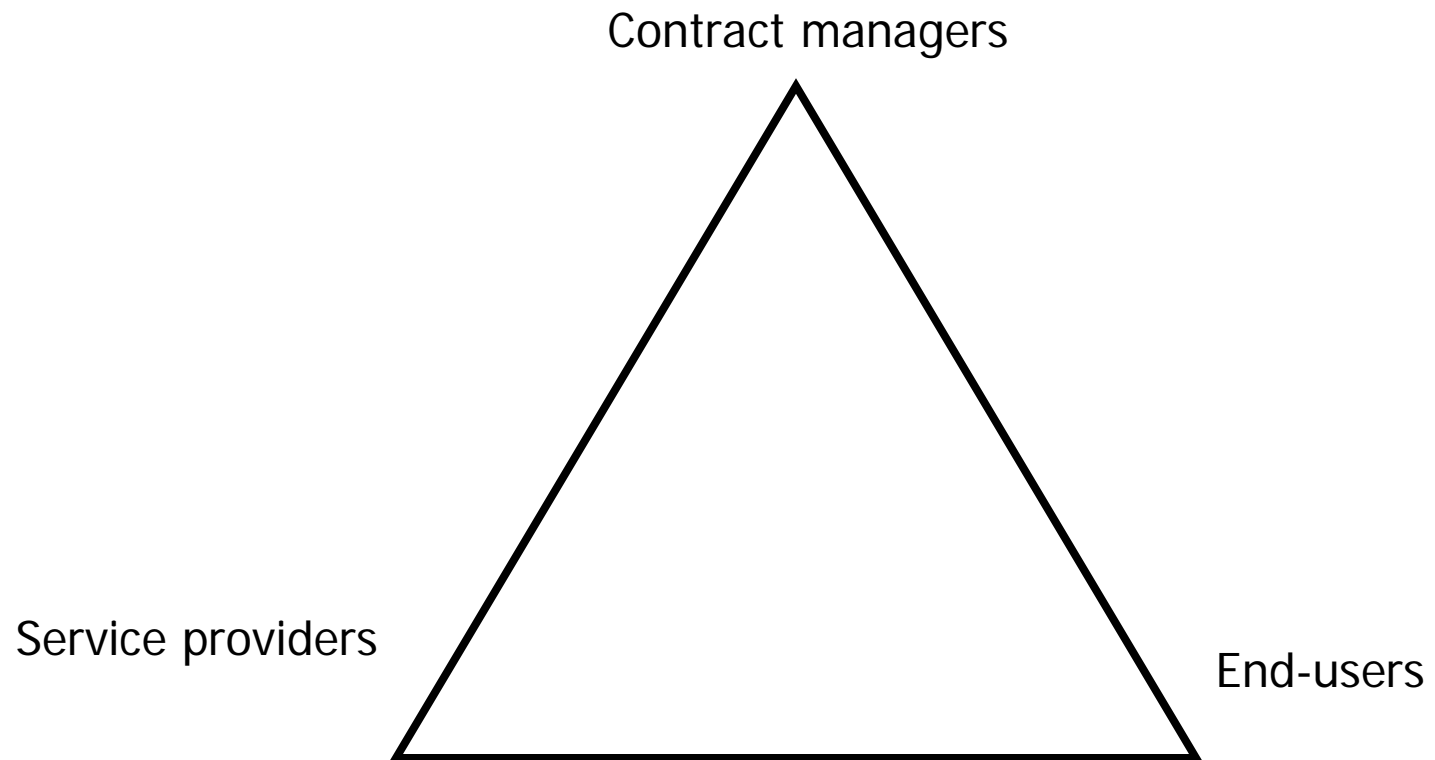
- **Organisations** belonging to the network. In workplace network contract managers, service providers & end-users. [LINK](#)
- **Actors (nodes)** are individuals that belong to network. In workplace network environment: strategic clients, network integrators and service units. [LINK](#)
- **Ties / interaction.** Different actors are tied together with different kind of bonds.



Actor levels



Actor groups

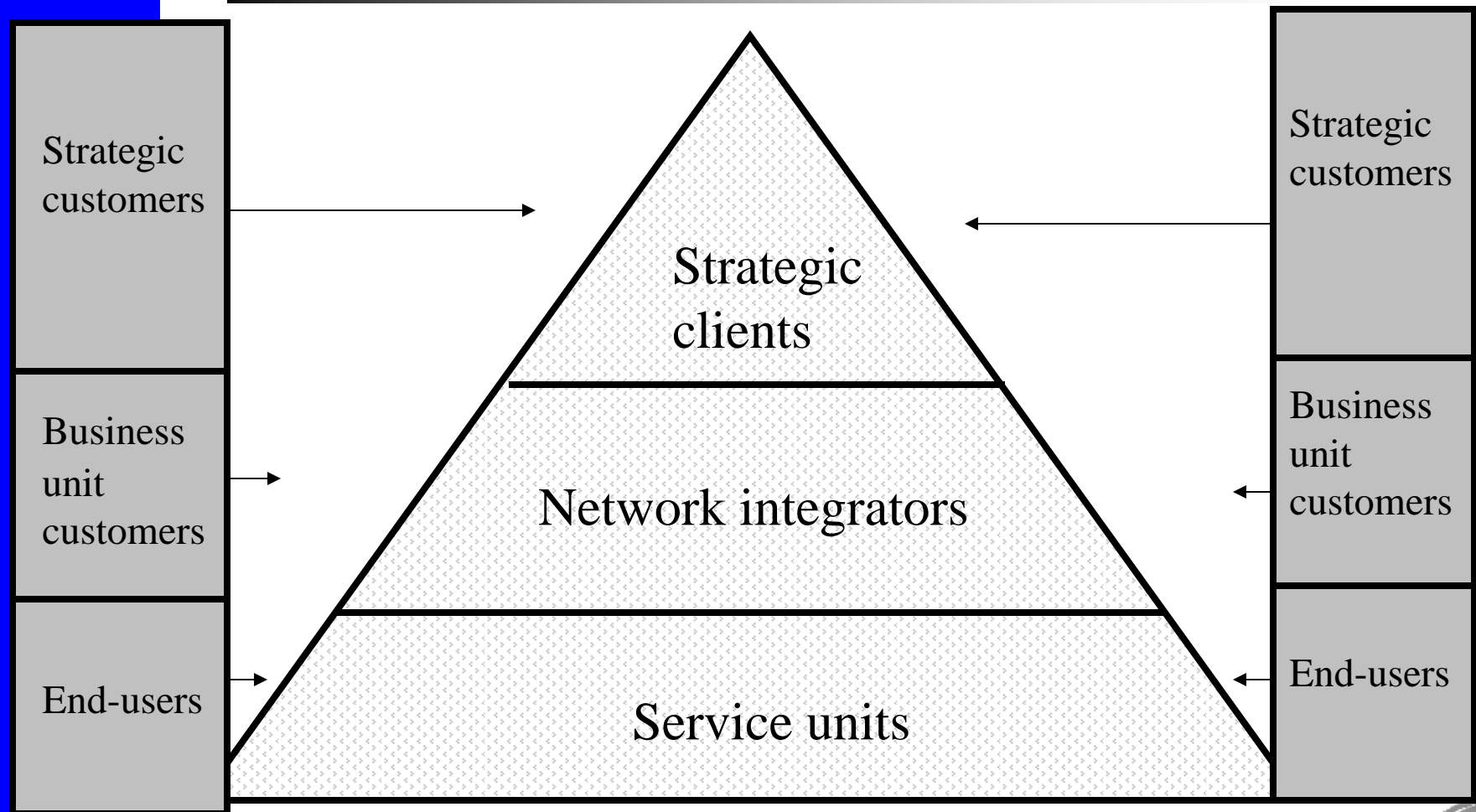


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[BACK](#)



Network service organisation



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Tuomela 2005

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Governance model for workplace knowledge

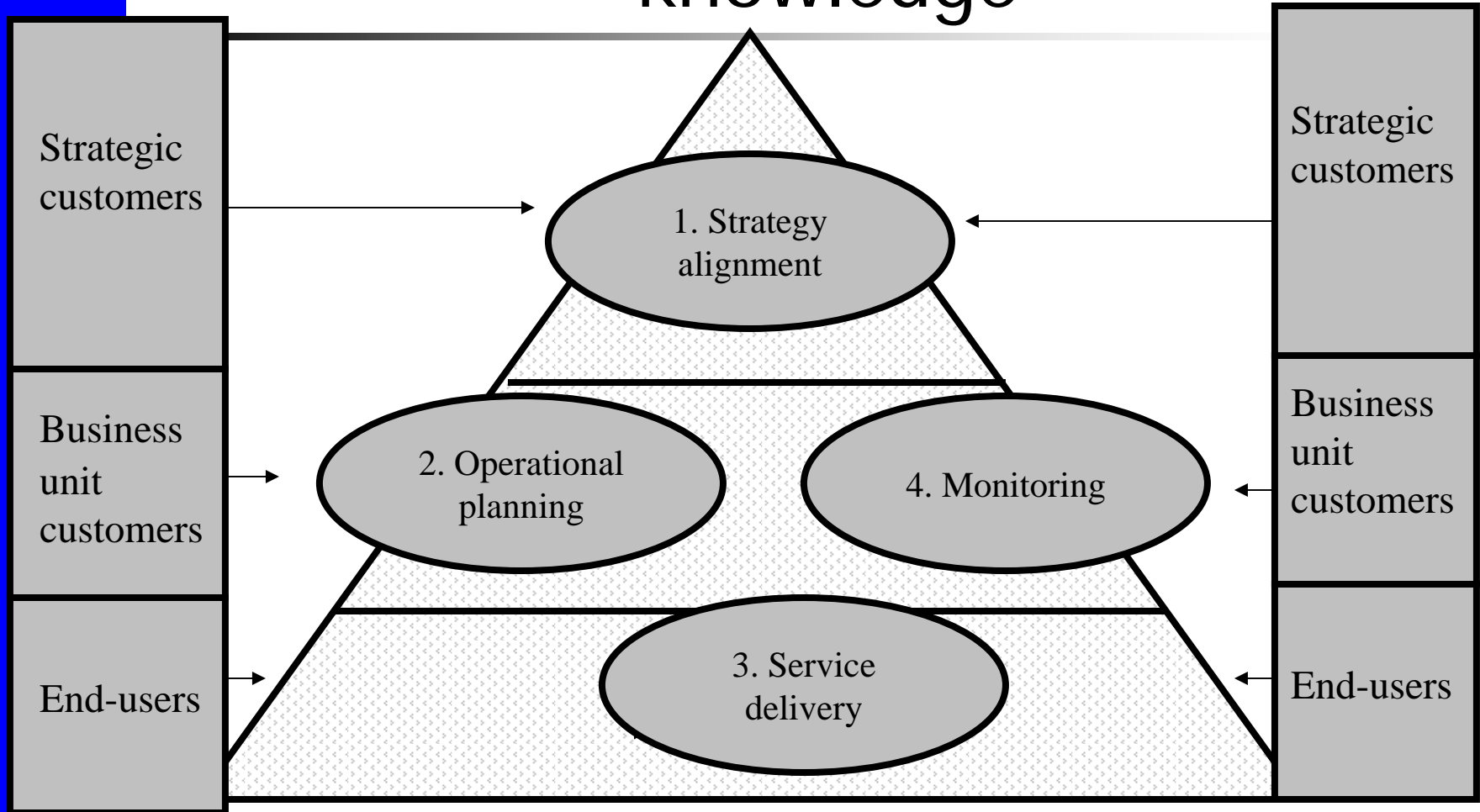
Understanding...

- the structure of of workplace network (previous slide) and
- strategy process

... it is possible to construct a governance model for workplace knowledge.



Governance model for workplace knowledge



Tuomela 2005

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