



## ***Market Segmentation and Development for Remote Work Centers***

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for

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## Executive Summary

This report has been prepared to help WIRED West Michigan participants understand the concept of remote work centers and in particular the potential demand for these kinds of centers in the West Michigan region.

This innovation project (“Knowledge Workers and Economic Development”) is one of twelve innovation initiatives being funded by the WIRED West Michigan Project.

Our purpose, as stated in the WIRED project documents is:

*To develop sufficient market intelligence to specify the economic development impact of creating regional work environments which meet the needs of the emerging skill requirements for the innovation economy.*

Put another way, our goal is to determine whether there is a business case for establishing one or more alternative workplaces (we like to call them “remote work centers”) that would help the West Michigan region develop, attract, and retain the kind of talented knowledge workers who “fuel” the innovation economy of the twenty-first century.

We have been chartered to develop a “blueprint” for remote work centers in West Michigan, and to promote the concept as one means of helping transform the regional economy.<sup>1</sup> This working paper focuses on the *concept* of remote work centers and provides foundation assumptions that will drive future detailed business plans; the ultimate social and economic value of these alternative workplaces for the region will be dealt with separately in other, subsequent reports.

One of the most striking findings of the Work Design Collaborative research program in 2002-2004 was the discovery of a demand for a “third place” work location for the creative class of knowledge workers. We believe that as many as 20 million people will want to work one or more days a week in these kinds of facilities by 2010.

More importantly, our research suggests that the availability of low-cost, shared workplace facilities and support services can contribute dramatically to the “health” of a regional economy. Having access to first-class office facilities and infrastructure support services clearly helps to attract and retain talented knowledge workers to a community. In addition, these kinds of operations can also serve as the base for workforce development programs and small-business accelerators that help drive growth in the local economy.

This White Paper describes the concept of third-place remote work centers, explores the business benefits for both organizations and communities of investing in these new kinds of third places, and describes the interests of all relevant stakeholders – members/users, investors, public agencies, and economic and commercial developers.

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<sup>1</sup> It should be noted that this project is very clearly a *market development* activity, not a real estate investment project. The purpose of this innovation is to stimulate market understanding and demand. No WIRED funds will be invested in any specific remote work center projects.

## About the Work Design Collaborative

The Work Design Collaborative, LLC (WDC) has grown out of a groundbreaking research and development project, "The Future of Work" that began in early 2002. Jim Ware and Charlie Grantham joined forces and recruited several corporate sponsors to address questions about how changing workforce demographics and values, new technologies, and new workplace designs were driving transformation in the very nature of work.

WDC now represents the combined interests, resources, and experiences of Jim and Charlie over the past 25 years. Our partnership has grown out of 10 years of collaborative research and consulting in information technology, human resources, and facilities management

Today the Work Design Collaborative, LLC, provides leadership and infrastructure services for the *Future of Work* community, a global network of resources – practitioners, thought leaders, researchers, and senior consultants – who are committed to building and implementing physical, social, and technology-based work environments that are cost-effective, socially and environmentally responsible, and personally satisfying.

WDC and *Future of Work* are focused on understanding and shaping the future of work and helping both organizations and individuals achieve new levels of workforce and workplace productivity. *Future of Work* produces and distributes management tools, surveys, benchmark databases, white papers and technical reports, conferences and workshops, newsletters, books and articles, and public presentations on the changing nature of work.

WIRED West Michigan has contracted with WDC to investigate the feasibility of establishing one or more remote work centers within the seven-county region of West Michigan. The goal of these remote work centers is to provide physical facilities and infrastructure support services to both organizational employees and independent entrepreneurs on a low-cost shared basis. It is our belief that these RWC's will support and enable the transition of the economic base by making it easier for the region to attract and retain talented knowledge workers, and by enabling and fostering growth in new small businesses.

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## Remote Work Centers<sup>2</sup>

The concept of third places seems to be missing in most current discussions of workplace design. “Third place” is a term first used by author Ray Oldenburg way back in 1989 (*The Great Good Place* (Paragon House Publishers, 1989). By that he meant places that are not living areas and not “offices” *per se*. Third Places are typically smaller facilities (10,000 to 14,000 square feet) where people gather for a variety of reasons and to do a variety of different things. “A Starbucks on steroids” is a good image.

Third Places are clearly an adjunct to traditional “corporate” offices and home offices. Our research shows that workers of the future will most likely be spending approximately 40% of their time in corporate facilities, 30% in a home office, and the remainder in a “third place” (actually, that time will most probably be spent moving among a variety of third places over the course of a week or a month).

We believe these new workplaces will rise in usage and become very common over the next several years for a number of reasons:

- ◆ Organizations want to move away from a fixed-cost structure to variable cost models in order to reduce capital requirements and risk, while increasing their agility and responsiveness to changing environments;
- ◆ Remote and mobile workers do not have adequate alternative meeting places, office services, or technical support that are either affordable or convenient to their residential locations;
- ◆ Home-based independent workers also need and want more support and services because their home-based workspaces are limited and they generally have almost no useful meeting space. And like mobile workers they also have a need for office services and technical support.

Existing workspace offerings typically do not deliver everything that is needed at one location (that is, to meet all his or her needs a worker must go separately to a variety of different places like Kinko’s, Staples, the UPS store, Starbucks, hotel conference rooms, and so on).

For us, third places are locations where people might spend part of a day, or perhaps two, or a maximum of three, days a week working. But even within these new kinds of social environments there is plenty of variety.

We believe there will be urban third places that serve local communities of working residents. There will also be suburban locations situated at the intersections of major

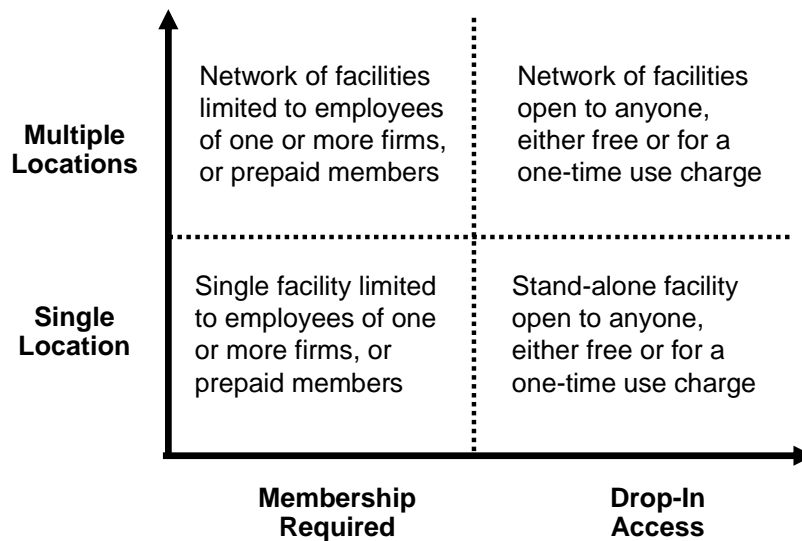
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<sup>2</sup> We want to acknowledge with gratitude the insightful comments by John Cleveland and Michelle Cleveland on earlier drafts of this document. Their critiques and questions contributed significantly to our thinking and to the quality of this analysis. Of course we remain fully responsible for the content as well as for any errors or omissions. We also encourage other readers to raise questions, challenge our thinking, and suggest additions or corrections. This is a working paper, not a completed project.

transportation routes. And there will be rural locations that will function as “outposts” for major metropolitan areas.

### A Typology of Remote Work Centers

There are two major variables that help distinguish different types of remote work centers. The first is the degree to which the centers are *restricted* (e.g., require that individuals are either employees of a specific organization, or have purchased a membership providing access) or *open* (that is, available to the general public on a drop-in basis with no prior reservation or fee payment); the second major variable describes whether the work center is a stand-alone independent operation or is part of a network or “chain” of affiliated operations. Of course some situations may actually demand a combination of these pure types. To further complicate the picture, different types of centers could be physically co-located but partitioned off from each other through interior design.



Within each of these “ideal types” there is plenty of room for variations of the business model regarding what kind of entity owns, operates, supports, and recruits “Members” or “customers,” as well as who represents the target market for members/tenants. WDC has studied many of the possible variations; we have summarized our perspectives on the range of combinations in Table One, below.

**Table One: Four Kinds of Remote Work Centers<sup>3</sup>**

Type	Typical Owner(s)	Operated By	Supported By	Typical User	Examples
<b>Single Location/ Membership</b>	Local Investor/ National Company	Local mgmt, Corporation	Local Providers, RWC Network	Employees, Entrepreneurs, Small Businesses	Intelligent Office, Numerous Corporate HQ facilities, standalone RWC
<b>Multiple Location/ Membership</b>	Multiple Local Investors, Franchisees, National Company	Company, RWC Network	Local Providers, RWC Network	Local and Remote Employees, Entrepreneurs, Small Businesses	Regus, Sun, Cisco, Bank of America, Airline Clubs, Executive Suite chains
<b>Single Location/ Open Access</b>	Local Investor/ National Company, Municipal gov't	Local mgmt, RWC Network	Local providers, local mgmt	Local and Remote Employees, Entrepreneurs, Self-Employed, General Public	Municipal Library, airport terminal, local retail stores (e.g., coffee shops)
<b>Multiple Location/ Open Access</b>	Public Agency, Retail Chain	RWC Network, Parent Company	RWC Network	Government Employees, General Public	Starbucks, FedEx/Kinko's, Laptop Lane, Hotel Business Centers

## Products and Services

Note that several of the examples mentioned in Table One are not really remote “work” centers; people have learned to use them as alternate work places but they were not originally designed or intended for such use (Starbuck and airport terminals are obvious examples, but not even FedEx/Kinko’s was designed to be a full-blown alternative workplace). Our focus here is primarily on facilities and operations designed from the ground up as work environments even though these other “third places” are common and widespread.

Our own research and exploration has also identified a fifth type of remote work center that we call a “Business Community Center™”, or BCC.<sup>4</sup> A BCC is a membership organization; it may be stand-alone or part of a larger network, but its most distinguishing characteristic is the *community* aspect of its operations.

<sup>3</sup> See Appendix A for descriptions of the four types of ownership models and the related definitions of RWC attributes (column headings) listed in Table One.

<sup>4</sup> The term “Business Community Center” is trademarked by Work Design Collaborative; we are actively pursuing investment opportunities in BCCs in a number of individual communities across the United States.

Our emphasis on community captures our strong belief that these shared work centers are most successful when they offer not just facilities and typical back-office services, but access to a vibrant community of other businesses and workers at an attractive facility that serves as a genuine “center” for the local business community.

Our vision of a BCC includes a Learning Center and a “concierge” service that generates a variety of social and professional development events for its members and provides connections to other sources of support. In addition, a BCC works actively to help its members “link up” with each other (both locally and at other BCC’s) as colleagues, clients, and service providers, thus adding a component of economic and community development to the equation.

In our minds the ideal remote work center, or “RWC,” for the WIRED region would be a membership-based organization that provides its members with access to workstations, and other office amenities, on a shared, as-needed basis. This type of RWC essentially fits our concept of a Business Community Center™, assuming that it is operated in ways that build a genuine sense of community among its members.

More generally, think of a remote work center as an “office” equivalent of a health club, or a golf club; as a member you don’t generally own the facility or equipment outright, but rather share it with the other members. Each member uses the equipment (or golf course) only occasionally and as often as he or she desires. But this shared-cost/shared use approach gives each member access to far more, and higher-quality, equipment than he or she could ever afford on their own.

Thus a remote work center provides a part-time, off-site shared working environment primarily for residents of a local community and its surroundings who are either remote employees of larger organizations or are self-employed professionals or small business owners.

A remote work center would be designed for use either by people who choose not to go to a distant corporate facility one or several days a week, or who as small business owners, sole practitioners, and/or “free agents” need part-time access to a workplace infrastructure and community on a cost-effective basis.

In contrast to what is offered by traditional office leasing and rental organizations, RWC members would pay for space and services only as they need and use them (there would be a base-level monthly fee required to maintain membership). This business model produces much lower costs for individual members, yet ensures high usage of the space, which in turn provides equity investors and lenders with profitable returns on their real estate and facilities investments.

A remote work center provides its members with a variety of technologically advanced amenities such as conference rooms, workstations, IT technical support, wireless broadband Internet connectivity, back office administrative support, and informal café-type facilities – all in an ergonomically-designed environment and complemented by on-site professional development and business development activities and assistance. The real “secret sauce” of this model is that many of those providers of specialized business

development and support services could themselves be independent businesses that are also members of the very same RWC.

Appendix B includes a description of possible facilities and services that a remote work center might provide to its members.

## **Remote Work Centers and Regional Economic Development**

Our experience suggests that the availability of low-cost, shared workplace facilities and services can contribute dramatically to the “health” of a regional economy. Having access to first-class office facilities and infrastructure support services clearly helps to attract and retain talented knowledge workers to a community. In addition, these kinds of operations can also serve as the base for workforce development programs and small-business accelerators that help drive growth in the local economy.

Individual workers and small businesses get:

- ◆ a nearby shared-use office facility available on an as-needed basis;
- ◆ convenient access to support services on an as-used or per-person variable cost basis;
- ◆ business and personal services at group rates;
- ◆ access to a local and national network of professionals, sources of investment capital, and professional services; and
- ◆ membership in a professional and social community.

Similarly, remote work centers offer local employing organizations:

- ◆ opportunities for significant reductions in real estate and facilities costs;
- ◆ the ability to convert fixed-cost infrastructure to a per-worker variable cost; and
- ◆ assurance that remote and mobile workers have access to world-class support services.

Finally, for local communities, remote work centers provide:

- ◆ a tax-paying local business operation;
- ◆ facilities and services that support local businesses on a cost-effective basis, thereby helping them survive and even thrive without leaving the region;
- ◆ personal and professional development services for individual professionals, making it economically attractive for them to remain in the local area; and
- ◆ the opportunity to recapture spending on business services that local residents typically pay to organizations and other entities based outside the local community;
- ◆ a local facility that can be used for public meetings and educational activities.

## **RWC Market Development**

We believe there are four major market segments with interests in the remote work center as a business operation: corporate users; public agencies; small businesses, and individual entrepreneurs or freelancers. Each “market” group requires a different awareness-building and sales approach. And, of course, we will need to develop an understanding of the market

size and demand levels for all three segments in order to determine the economic feasibility and viability of remote work centers in West Michigan.

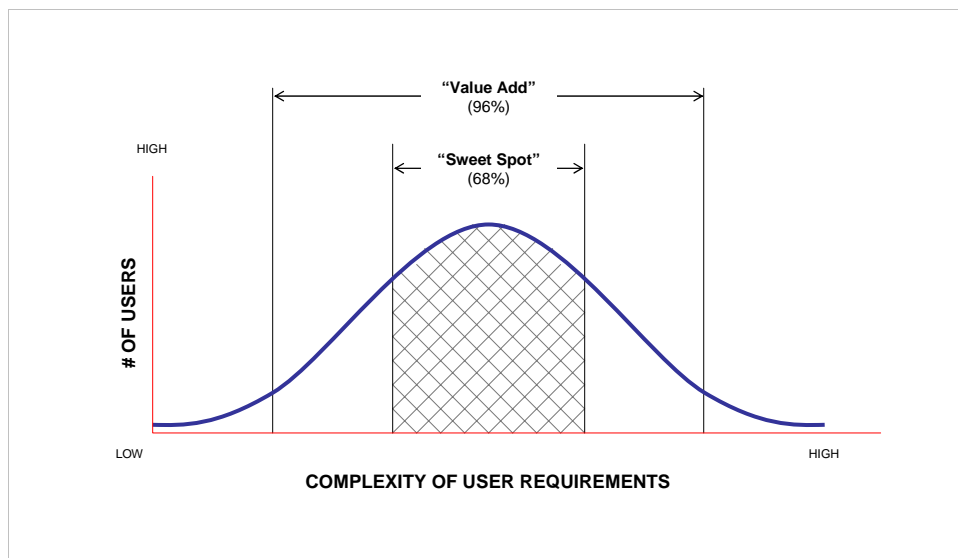
The RWC opportunity in each of these segments must also combine workforce development opportunities (especially for the public sector types) along with entrepreneurial enterprises (the multiple user/private type).

The definition of the “ideal client” is a cornerstone of the RWC business model. All entities must maintain a focus on the critical mass that will readily gain value from the product/service offering.

Our analysis suggests that the “ideal client” in any of these market segments has a particular configuration of needs for workspaces, conference rooms, support services, and access to other service providers. We find it helpful to think of a range or spectrum of needs that can be arrayed along a dimension of “complexity.” That is, individuals who spend most of their time doing “heads down” thought work or even telephone interaction have relatively simple (and only occasional) needs for support services. At the other extreme, an engineer who, for example, makes extensive use of highly sophisticated test equipment or a “wet lab” obviously has far more complex workplace requirements and would not be expected to do that kind of work in a remote work center.

For example, examining a normal distribution of the complexity of user requirements, the first standard deviation away from the mean will contain the greatest numbers of users (see Figure One, next page). This “sweet spot” represents the greatest market opportunity for the BCC’s. Alternatively, outliers such as users with low complexity of requirements (such as light manufacturing workers) or high complexity of requirements (comprising a loose confederation of knowledge workers that is difficult to aggregate) represent a limited opportunity for a BCC that cannot be leveraged or scaled in a cost-effective manner.

**Figure One: The Range of RWC User/Members**



*Complexity* refers to the amount, and the nature of, the resources required by a potential customer (or member) of a remote work center. On the very low end of complexity are tasks that require little or no technical support such as word processing, or envelope-stuffing. On the high end are engineering tasks requiring technical bench work, expensive test equipment, or perhaps graphic artists or film producers who require specialized computer equipment and/or very high-fidelity video conferencing.

The RWC's we envision in West Michigan would most likely not target those types of workers who have either very low or very high levels of complexity in their work (the far right and far left ends of the Complexity dimension in Figure One). On the low end they would not avail themselves of enough ancillary services, such as technical support, to generate a profitable work center. On the upper end, providing those extremely complex or expensive services would be cost-prohibitive, especially given a projected relatively low level of demand.

Our "sweet spot" would thus be a knowledge worker who requires a secure connection to high-speed Internet services, occasional office support services, technical backup, occasional use of conference room or video conferencing services, and perhaps a virtual assistant for administrative support. That type of client/member generates maximum revenue for resources that can be shared, thus increasing utilization rates. We have constructed several profiles or scenarios of typical users that demonstrate this range of complexity (the scenario descriptions are in Appendix C).

We envision conducting more detailed market research in Phase Two to determine empirically what kinds of third place users/members are most prominent in the WIRED region, and what the possible mix of service needs would be in each of the target market areas.

This target market definition is critical in developing appropriate "product/service bundles" to fulfill the market's needs. Thus, given our analysis to date, WDC will focus on the following target stakeholders and market segments (Table Two, next page):

**Table Two: Stakeholders' Goals/Needs**

Stakeholders	Stakeholder Goals/Needs	Representative Examples
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Create and maintain jobs</li> <li>• Create new revenue sources</li> <li>• Attract and retain both residents and businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Muskegon, MI</li> <li>• Grand Rapids, MI</li> <li>• Holland, MI</li> </ul>
<b>Corporations</b>	<ul style="list-style-type: none"> <li>• Increase innovative capacity</li> <li>• Reduce costs of facilities and operations</li> <li>• Enable distributed work programs</li> <li>• Adapt to Changing Market / Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Herman Miller,</li> <li>• Cascades Engineering</li> <li>• Sprint, IBM</li> <li>• Amway, Shaklee</li> </ul>
<b>Developers</b>	<ul style="list-style-type: none"> <li>• Develop LEED-certified shared-use buildings</li> <li>• Find anchor “tenants” for mixed-use development</li> <li>• Offer “Strategy of Place” options for commercial clients</li> </ul>	<ul style="list-style-type: none"> <li>• Bazzani Assoc., Lott3</li> <li>• Forest City, ???? (local)</li> <li>• JLL, Johnson Controls</li> </ul>
<b>“Free lance” Knowledge Workers</b>	<ul style="list-style-type: none"> <li>• Facilities and services</li> <li>• Affinity and community with peers</li> </ul>	<ul style="list-style-type: none"> <li>• Great Places, Local First</li> <li>• “Believers”</li> </ul>
<b>Preferred Providers</b>	<ul style="list-style-type: none"> <li>• Access to SME market</li> </ul>	<ul style="list-style-type: none"> <li>• Spherion, Manpower, Herman Miller, Sprint</li> </ul>

**Marketing Objectives**

WDC’s focus on this effort for the remainder in early 2007 will be to establish a record of accomplishment with at least one reference client within each target market described in Table Two. WDC will analyze the work-to-date to: (a) repurpose/repackage the project deliverables; and (b) prepare to document the lessons learned from the relationships, to be reported at the conclusion of Q1 2007.

**Consultative Sales Approach**

Leveraging other WIRED project Innovation projects WDC will then identify key “sweet spot” targets in each of the corporate, public sector, and “freelance” market segments. When these early adopters are identified we will use a consultative sales approach, also known as “value-based selling,” to build interest and demand for these remote work center facilities and service operations.



This approach emphasizes a comprehensive knowledge of prospective investors' and sponsors' needs, particularly the challenges common to their situation. WDC will first profile prospective investor/sponsors, and then seek an introduction to each organization's decision-makers. The ideal outcome of the executive introductory meeting is to gain a commitment to hold a subsequent session that includes a larger group of key decision-makers and influencers. This session would then permit a further analysis of a stakeholder's business needs and provide WDC with an opportunity to demonstrate the value of our planning methodology and solutions

### **Communications and Education**

WDC will also work with the WIRED communication and education specialists to develop a "campaign" promoting the concept of Remote Work Centers. This effort will help "prepare the market" as the various stakeholders in the region begin to form and launch actual shared workplace operations. We will employ a variety of communication and education channels, including white papers, newsletters, industry presentations, educational seminars, and trade media. In addition we will use press releases and local story placement to announce key partnerships and milestones, and to promote the successful early Remote Work Centers.

## Appendix A

### Remote Work Center Scenarios

#### Four Basic Types (rows in Table One, page 3)

##### Single Location/Membership:

A stand-alone RWC that requires membership for access; typically a monthly or annual fee. Most RWC's of this type are owned and operated by a local investor; most members or tenants are individual entrepreneurs or small businesses that need office facilities and related amenities (conference rooms, receptionist, back office capabilities either full- or part-time

##### Multiple Location /Membership:

These RWC's carry a common brand name/identification, and membership in one facility generally included access to others within the same "family." This form of RWC is generally owned by a corporation that operates "third places" as a business, offering space for rent on either a long-term basis or "on demand" to remote employees of larger companies, or to small businesses, entrepreneurs, and "freelancers." These operations are typically known as "executive suites" and most commonly include private offices, conference rooms available by the hour, and shared back office and reception support services. Access to the space and services requires some kind of contract or long-term commitment by members/tenants. However, there are also some existing operations that allow "drop-in" or one-time use (for a fee) without a long-term membership commitment.

##### Single Location/Open Access:

The most example of this kind of third place operation is a local library; it is owned and operated by the municipal government and is open to residents (and to the general public, whether or not they are local residents, although there may be services such as borrowing books that require a "membership card" restricted to local residents). Airport terminals and local retail stores are also generally open to the public; they may or not offer amenities such as WiFi, and that service may or may not be free.

##### Multiple Location /Open Access:

The only difference between this category and the preceding one is the existence of multiple locations; this variation would include Starbucks, Panera, and other retail chains (like fast-food operations) where people sometimes work for hours while just purchasing a cup of coffee or a simple meal. Many of these facilities offer services like WiFi free, while others require a payment. Others, Like Laptop Lane, actually charge by the hour for a workstation, but they operate as a retail "store" and do not require a long-term commitment for access.

**Work Center Attributes** (columns in Table One, page 3)

**Owner:**

Type of ownership structure and organization (see above)

**Operates:**

The entity that typically manages and performs day-to-day operations. The operator could certainly be the owner, or those operations could be outsourced either to a national service provider such as Marriott or Johnson Controls, or it could be performed by a variety of specialized local small business service providers.

**Support:**

This is the business entity that brings in and oversees the “preferred providers.” The support organization is typically also the source of new ideas/products and services. This is the part of the operation that provides a “continuous improvement” function to the individual center or centers.

**Typical User:**

This column describes the kinds of individuals and organizations that make use of the remote work center (see Appendix B, Remote Work Center User Scenarios, for a much more detailed discussion of the range and variety of work center users and their particular needs/expectations).

**Examples:**

This column lists concrete examples of each type of work center.

## Appendix B

### Remote Work Center Operations and Services

#### Note:

The variables and assumptions listed here are included to provide a tangible understanding of our vision of the facility and services that of a typical remote work center might provide. We are not presuming that any individual center would match this description precisely. We have developed a pro forma financial model including membership rates, usage patterns, operating costs, and other economic variables that will be made available to the WIRED project at the appropriate time. Our model makes it very clear that a remote work center based on these kinds of assumptions can be economically profitable.

#### Typical RWC Facilities and Services:

- ◆ 10,000 – 15,000 square feet of floor space
- ◆ Receptionist
- ◆ Workstations
- ◆ Large and Small Conference Rooms
- ◆ “Back office” services (copier, printer, fax, etc.)
- ◆ Learning Center/Workshop space
- ◆ Café/deli operation
- ◆ Telephone Service
- ◆ Secretarial and Graphics Design Services
- ◆ Tech Support Services
- ◆ Small Business Consulting and Support (e.g., strategy and planning, accounting, business development, leadership development, etc.)
- ◆ Internet-based video broadcast/conferencing studio
- ◆ Mail Receiving and Forwarding Services
- ◆ Local Storage (e.g., filing cabinets, box storage, etc.)

## Appendix C

### BCC Member Scenarios

#### Note:

These scenarios describe several different kinds of potential Business Community Center™ members so that we can predict their potential patterns of use of a BCC and its associated services. These prototypes help us develop a more detailed projection of total demand so we can build a valid BCC business model and estimate revenues and costs.

The focus on each of these Member Types is on their use of their local BCC; however, each one of them also travels to other cities and regions periodically and occasionally visits a “remote” BCC. Thus, in the business modeling driven by these member scenarios we include a category for “Remote Visitors” that lumps together usage from out of town members.

#### Basic Member Types:

- ◆ Field Sales
- ◆ Tech Support
- ◆ Individual Contributors
- ◆ Project Team Member
- ◆ Road Warrior
- ◆ Senior Executive
- ◆ Self-Employed

#### Detailed Descriptions

##### Field Sales

John Field is a remote worker for Beta Corporation, which is headquartered in Chicago, Illinois, about 1000 miles from John’s home in Des Moines, Iowa. John has a home office but often needs to get away from his three small children, who don’t really understand why he can’t just come out to play with them on a moment’s notice. In addition, John sometimes needs a conference room to meet with his boss (who spends about two days a month in John’s territory). He also needs space to meet with colleagues periodically when the team is planning a new sales campaign or reviewing financial reports.

John’s membership in the local BCC enables him to spend about two days a week onsite, using a variety of workspaces and conference rooms to meet his business needs. He frequently draws on the BCC administrative staff for assistance with sales presentations and proposals. Although Beta Corp. offers him remote tech support he occasionally asks for short-term and emergency assistance from the local TechNet firm that maintains an office at the BCC (he averages about four hours a month in TechNet support).

John also attends an adult ed class about one evening a week on average, and usually participates in the weekly “Salon” wine and cheese gatherings that help BCC members get

acquainted with each other on an informal basis.

### **Tech Support**

Bill Tekkie is a field technician for MegaSoft Corporation. He spends most of his time at client sites but uses the BCC as a touchdown office for those few hours a week when he is preparing reports or working online withy MegaSoft's headquarters staff on difficult problems or reviewing new product specifications. Although Bill does have high-speed access at home, he prefers to keep his family and work lives separated; he rarely works in the evening and finds the BCC a more comfortable work environment. Bill does not have much need for admin support, although he occasionally needs help copying manuals or completing required company reports.

Bill hardly ever has to meet clients or colleagues other than at their sites, so he has little need for the conference rooms other than a few times a year when his supervisor wants to have a planning or performance review meeting with him.

### **Individual Contributor**

Mary Solitaire is an HR specialist for Halio Corporation. She spends most of her time processing claims and advising other Halio employees on benefit issues by telephone and email. Mary has an adequate home office and spends most of her work hours there.

Mary visits the BCC only a few times a month – when she needs some tech support, or has to meet with her regional manager. Once in a while she reserves a conference room that she uses fro small group training sessions and planning meetings with other Halio HR professionals.

However, Mary participates regularly in the weekly Salons and sometimes comes in to work on a report just because she “likes to be around other people.” She often sets up her laptop in the café and works there with a cup of coffee for an hour or two before or after meeting friends for lunch.

### **Project Team Members**

Frank Sense, Steve Wunder, and Shelly Gaim are all members of a product design team at Orion Software. Their team leader lives near corporate headquarters in San Jose, California, but they and most of the other dozen or so team members are scattered around the country. The three of them all live in Des Moines area because they joined Orion as a group after a local venture they launched five years ago was acquired by Orion and their work was folded into Orion's Black Diamond project.

While Frank, Steve, and Shelly tend to do most of their work from their individual home offices, they meet as a group at the BCC for a day or two a week – typically because they need to do collaborative brainstorming or review individual design work that doesn't lend itself to online collaboration.

The three also participate once every two weeks in a half-day video conference with other Black Diamond project members who are based at other BCC's around the country. They find the BCC video broadcast capability an indispensable resource for their project work.

### **Road Warrior**

Tom Traveler is a classic “road warrior.” He works for a professional services firm based in Boston and is typically on the road four-plus days a week. He sells and manages client projects and usually draws on client resources for administrative support.

However, he finds the local BCC a useful “haven” when he is in town, and he frequently draws on the admin support staff for help with proposals and reports – even when he not present physically. He often emails drafts and revisions to his Virtual Assistant Sally Saunders, who prepares final versions and oversees reproduction and binding so the reports will be ready for Tom when he returns home.

Tom also makes extensive use of BCC’s in other cities, closer to his clients’ sites. And he often convenes project team meetings in the Des Moines BCC with remote colleagues (he’s the senior guy so he asks them to travel to meet with him near his home). Of course, he also makes use of the video conferencing facilities, but he knows there is no substitute for a face to face meeting when the issues are complex and require a lengthy meeting to sort out final recommendations.

### **Senior Executive**

Sam Cienyor is a “C” level executive for BoomBiz, a small but growing business based in Denver. He chose not to relocate to Denver for personal reasons (an extended family in the Des Moines area). He generally spends a few days a week in Denver and travels extensively to visit clients, suppliers, and BoomBiz’s facilities throughout the Midwest and far western United States.

Sam doesn’t make very extensive use of the Des Moines BCC (he actually uses other local BCC’s more often – when he is on the road), but he does find the local support capabilities valuable – especially the TechNet staff and the video conferencing studio. He’ll occasionally drop in for a cup of coffee with local friends, and like Tom Traveler he depends heavily on the Virtual Assistant program for help with copying, shipping, and other “back office” requirements. He also uses the BCC as a “mail drop” for his corporate correspondence.

Sam finds the local BCC a convenient and prestigious place to meet with local prospective suppliers and service providers. While he doesn’t anticipate hiring very many Des Moines firms as national providers for BoomBiz, he does want to have local contacts for assistance with PR, legal issues, personalized marketing materials, business plans, and other more focused challenges that he is personally involved with.

### **Self-Employed**

Cindy Selph is a “free agent” entrepreneur who specializes in developing marketing and branding campaigns for other small businesses. Most of her clients are local, and most are small to mid-sized firms. However, Cindy is eager to expand her market and client base, so she is particularly attracted to the BCC JobNet services that provide all members with a national data bank of members’ skills and work experiences. She uses the internal BCCNet to promote her capabilities and has found several new clients in other parts of the country.

Cindy does have a home office, but she makes a point of dropping into the BCC several days a week for at least 3-4 hours, partly just to be with other people, but also to be visible, to network, and to show off her most recent brochures and ad campaigns. She also meets prospects and clients regularly at the BCC, and participates frequently in the weekly Salons.

Cindy also teaches an evening class on branding (as an adjunct faculty member at the local community college) in the BCC learning center. The class gives her a chance to share her expertise with other BCC members as well as to meet new friends and generate future prospects.

### **Independent Entrepreneur (LNB I)**

Fred Farkle is the founder and owner of Farkle Enterprises, a graphic design firm. Fred's business has grown over the past year and he needs more workspace than his small two-bedroom home can provide.

Fred spends about 40% of his time traveling on consultation and sales calls. The remainder of his time is spent in the local BCC where he has a semi-private space for solitary design work. He also makes use of storage space for supplies at the BCC. Occasionally he uses the small conference room for visiting clients and makes extensive use of videoconferencing for communication with distant clients.

Mr. Farkle depends almost exclusively on BCC resources for administrative and technical support on an "as-needed" basis. He uses Salesforce.com heavily for marketing and Job Net on occasion for finding specialized talent.

### **Independent Entrepreneur (LNB II)**

Skye Dreamer owns a manufacturing and retail business Skye lives in western Michigan but his business is really a network of suppliers, distributors, and back-room operations located elsewhere.

He spends a moderate amount of time in the BCC but uses the services of other BCC members to support his business. The BCC's high-speed networking capabilities allow him to access additional "virtual assistant" resources in other BCC's. Being an extrovert Skye finds the atmosphere of the BCC conducive to the social interaction he missed when he was based in a home office.

Skye also participates in the BCC's educational programs on a regular basis to enhance his business skills. The BCC's ISP services, along with a secure collaborative network, provide standardization for his networked business.

### **Location Neutral Individual Contributor (LNE)**

Duvon Himmelfarb is a world-class systems administrator employed by Giggle Systems. Duvon relocated to West Michigan after spending five years at Giggle Systems headquarters in Palo Alto, CA. He finds the personal development and networking opportunities in the BCC helpful and they have replaced the more standard "corporate water cooler" interactions he was used to.

For these reasons Duvon spends a little more time in the BCC than his specific job formally requires, splitting his time between the BCC and his home office. Duvon uses the high-speed broadband WiMax services to connect both his home office and the BCC touchdown space to his company's VPN. He makes little use of other BCC services except mail delivery, although he does occasionally use the video conferencing services.