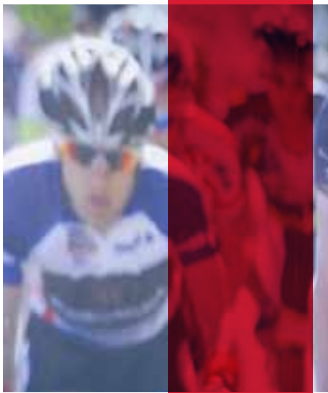
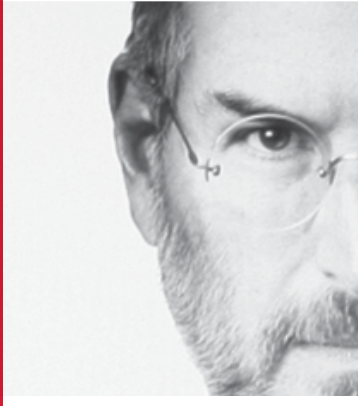




TARGET  
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# Clips



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# A CLIP FROM THE EDITOR

In the publishing arena, the world is moving so fast that reality often overtakes even digital print. Such is the case with our choice of articles for this issue that include Steve Jobs' vision for a new, consolidated Apple workplace. What his passing on October 5, 2011 means to the future of technology has been commented on at length in the past few weeks. But his vision for bringing all Apple workers together under one roof is his answer to questions that we all should be asking.

On a similar note but without the same fanfare, we recently lost a giant in the floor covering industry. Ray C. Anderson, the founder and chairman of Interface and a visionary who implemented radically new processes for the manufacture of carpet to be more sustainable and healthful, died of cancer on Monday, August 8, 2011.

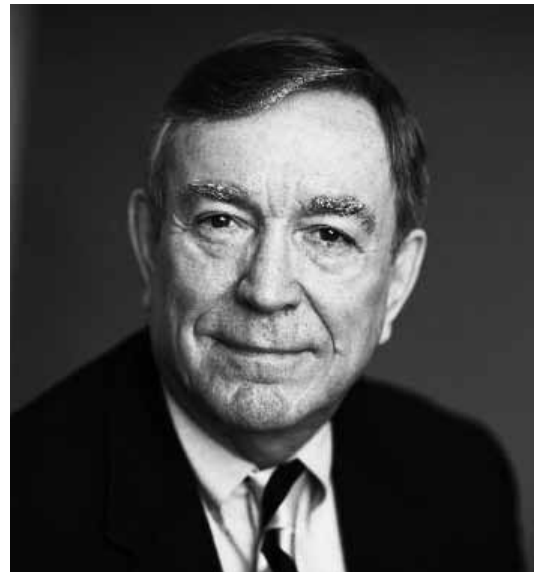
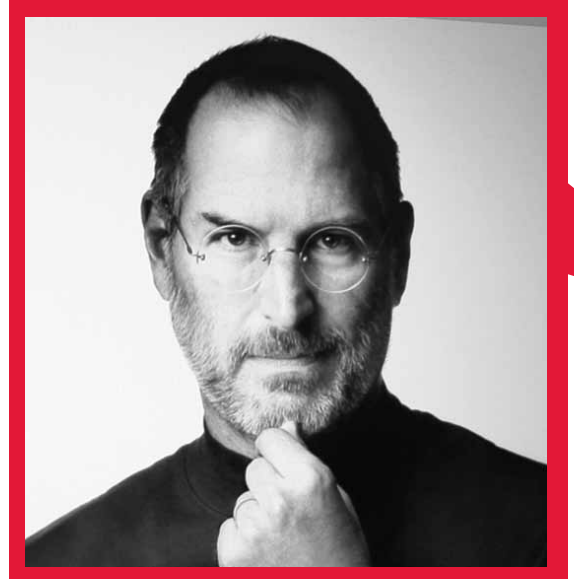
Anderson said, in a quote on the Interface Website, "In 1994, at age sixty and in my company's twenty-second year, I steered Interface on a new course—one designed to reduce our environmental footprint while increasing our profits. I wanted Interface, a company so oil-intensive you could think of it as an extension of the petrochemical industry, to be the first enterprise in history to become truly sustainable—to shut down the smokestacks, close off its effluent pipes, to do no harm to the environment and take nothing not easily renewed by the earth. Believe me when I say the goal is one enormous challenge."

He has come closer than anyone might have believed to meeting this challenge.



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# BRANDING

Have You Thought About the Design of Your Workspace in the Same Way That Steve Jobs Must Have?

Jim Meredith [www.Archizoo.com](http://www.Archizoo.com) (Detroit) August 29, 2011

## Summary:

This article distinctly illustrates the well-rounded, farsighted mind of Steve Jobs, Apple's futurist creator. Written after he announced his retirement in August, it talks about his plans for Apple's next headquarters in Cupertino, California. Jobs has hired Sir Norman Foster, another visionary mind in the world of architecture, to plan, design and build his company's new home. What is interesting to note is that Jobs has boldly, of course, rejected the traditional approach to campus-style form and has, instead, opted for a single megastructure-like space where every employee can come and think together, instead of just work. This idea developed from his frustration of having his team of 13,000 employees dispersed in multiple buildings

at Apple's current HQ. The author, Jim Meredith, goes on to state how CEOs need to take a page from Jobs' book and relook at corporate workspace design in terms of the company's actual needs. The campus style works if the goal is to reinforce the capabilities and competencies of a discipline. The megastructure format is more ideal if you want to integrate the thinking of many disciplines—like at Apple. Perhaps, the author states, the time has finally arrived for corporations to think of their people and workspace in terms of form, culture, communications, intentions, transformations and the future, instead of just profits and balance sheets.

Actual link: <http://archizoo.com/2011/08/29/have-you-thought-about-the-design-of-your-workspace-in-the-same-way-that-steve-jobs-must-have/>

*I cannot imagine that Jobs did not see the physical architecture of the workplace as influential and transformational as he did the design of Apple's physical products that changed whole industries.*



# PHRASES & CRAZES

New vocabulary and items are constantly cropping up to accommodate the ever-changing work environment. Phrases and Crazes is our humble attempt at helping dissect and explain in simple language the latest 'phrase du jour', and introduce the coolest 'craze du moment'.



## UPCYCLING

It's like recycling with an upscale twist. You take an old piece of furniture (or a completely unrelated item, like a Vespa scooter, that has reached the end of its lifespan) and turn it into something that is completely different than the original. It doesn't just look like new again, it's got an entirely new look.

## AWS

Alternative Work Schedules or AWS refers to a flexible work schedule, which is an alternative to the traditional 9 to 5, 40-hour workweek. More and more employees prefer the flexibility of working how, when and where it suits them. This means either outfitting a full time home office, or telecommuting, or using mobile tools like laptops, phones, video conferencing and other exciting products to get their work done. On the other hand, corporations save big bucks on real estate space and overhead expenses. So, AWS saves money for companies, creates happy workers and productivity is higher. A win-win situation all around!



## MAGNET CENTER

A work design element, it is used to draw co-workers together for the purpose of facilitating informal interaction. These spaces, according to studies, are ideal as it allows more people to have engage in conversation and so build more inherent trust, which then leads to enhanced true collaboration. Magnet centers can be a draw to employees because of their location by a view or at an intersection of traffic patterns. At times they are intentionally placed between 2 groups who are adjacent but do not interact as much as hoped for (think Engineering and Purchasing).

An area can also be a magnet center because there are food or refreshments placed there. OR it exists simply because it's just a cool space.



# PUBLIC RELATIONS

## How to Issue a Great Apology

Tim Donnelly [www.inc.com](http://www.inc.com) September 14, 2011

Sorry!

### Summary:

Everyone has to say sorry sometime or the other in their lifetime. Yes, even big companies. This great article offers suggestions on how a company can publicly apologize without losing face. A sincere apology from a large corporation has long-term, image-saving effects. PR experts share their tips on crafting the perfect apology. For instance, it's vital to pick and choose the right words when apologizing. CEOs should not be afraid to use the word 'sorry', 'apologize' or 'regret' as it shows ownership. Be direct and get straight to the point instead of hemming and hawing. Also, make the apology sound personal. Follow up an apology letter with a phone call or e-mail to check back. Avoid form letters, re-used templates or pre-recorded messages as it makes the recipient feel nameless or faceless or irrelevant. Next, ensure that your timing is right. Don't let your apology go past its due date. You risk angering your customers. In this age of social media, issue a statement as close to the incident as possible to minimize damage via Facebook, Twitter or, worse, the age old infamous word-of-mouth method. Lastly, end your apology on a positive note by openly telling the recipient what corrective action you will take. This reassures your customers that you are aware of their concerns and want to improve.

*Some people are averse to issuing apologies or even using the word "sorry" because they worry about implicating themselves in guilt or malfeasance.*

Actual link: <http://www.inc.com/guides/201109/how-to-issue-a-great-apology.html>



# CULTURE

## Teens Sound Off in Digital Library

Gregg Toppo [USA Today](http://USA Today) October 10, 2011

### Summary:

The Harold Washington Library in Chicago is conducting a very bold and cool experiment. YOUmedia, a Digital Library Space for Teens, was formerly a storage space that has now been converted into a digital media library for teenagers. Packed chock a block with laptop computers, music keyboards, recording equipment, video cameras and gaming console. Teenagers are encouraged to consume and produce media. Yes, you read correctly! The project sprang from research on how digital media affect kids' literacy. It has already proven to be a success as not only young people flock to it but librarians, educators and scholars as well. The author states that just as schools have always pushed teens to read, educators must now teach kids how to consume media critically and, ideally, to produce it. YOUmedia's basic tenets were derived from Mizuko Ito, a cultural anthropologist at the University of California,

Irvine, who in 2006 studied how teens use 'new media'. Her team identified that most kids shifted between three stages of consumption and creation, informally dubbed 'Hanging Out', 'Messing Around' and 'Geeking Out.' In the first stage, the kids mostly text friends and visit sites like Facebook. In the second stage, teens begin to take an interest in the media and begin 'messaging' with it to come up with their own creations. 'Geeking Out', the last stage, involves using new media intensely to the point of ignoring friends and seeking out technology experts for help. YOUmedia is designed to accommodate all three stages.

It seems like the future of neighborhood libraries is finally here and it's loud with the sounds of music, video games and conversation everywhere. Silence is definitely out!

Actual link: [http://www.usatoday.com/NEWS/usaedition/2011-10-10-chicago-library\\_ST\\_U.htm](http://www.usatoday.com/NEWS/usaedition/2011-10-10-chicago-library_ST_U.htm)



# TRENDS

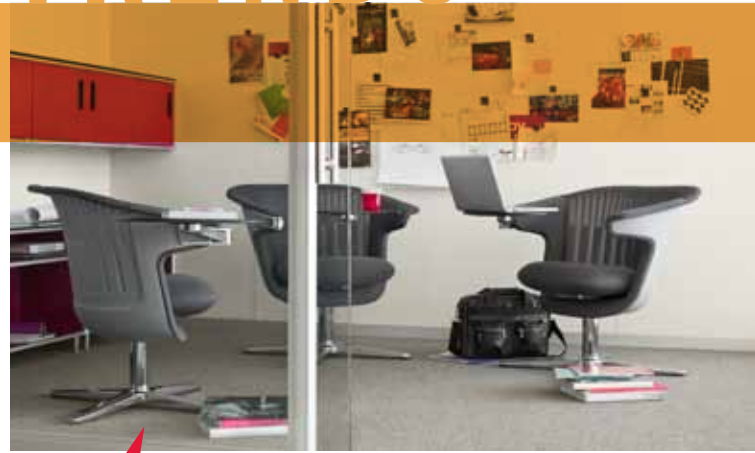
## Smashing the Cubicles

Tom Simonite *Business Impact* September/October 2011

### Summary:

Social and mobile technologies are behind the exciting new workspace phenomenon where more and more companies are operating with fewer desks. The author discusses how designing new spaces around tablets, smart phones and other mobile accessories is creating a more widely distributed workforce. He cites Cisco Systems in San Jose, California, as an example where office space has been smartly manipulated and reconfigured to suit newer work styles. Called Connected Workplace, it replaces individual cubicles with open clusters of wheeled desks that belong to groups, not individuals. Employees keep their personal belongings in lockers. PCs are passé as everyone uses mobile technologies. Cisco's vision is an example of a broader effort to reshape office technologies and environments. This project was initiated after an internal study found that cubicles were vacant two-thirds of the time while people roamed the campus or worked remotely. Connected Workplace saves the corporation a ton of money in real estate and overhead costs. In the future, they expect to save on healthcare costs as well as employees who move around more are often healthier and happier.

Actual link: <http://www.technologyreview.com/business/38407/#.TIWDCbc6QTs.email>



*"We used to have boring stuff at work and more interesting technology at home," says Prith Banerjee, leader of Hewlett-Packard's research arm. "Now office technology will make use of the same cool experiences and interfaces."*

# CULTURE

## Do Happier People Work Harder?

Teresa Amabile And Steven Kramer *New York Times* September 3, 2011



### Summary:

According to the authors of this article, Americans of all ages and income groups are increasingly unhappy with their jobs and work environments. This is surprising in a downturn economy when you would normally expect people to be thrilled to have a job. Gallup estimates the cost of America's disengagement crisis at a staggering \$300 billion in lost productivity annually. Unhappy employees mean less productivity and a declining bottom line. This can greatly affect a company's survival during a recession. The duo researched the, "micro-level causes behind this macro-level problem". Their analysis revealed sobering results. One-third of the workers were unhappy, unmotivated or both. Their research proved that inner work life has a profound impact on workers' creativity, productivity, commitment and collegiality. Employees are far more likely to have new ideas on days when they feel happier. The authors suggest that managers—from CEOs to small-team leaders—should play a more instrumental role in ensuring that people are happily engaged at work by removing obstacles, providing help and acknowledging strong effort. These small, inexpensive leadership changes could help end the disengagement crisis and, in the process, lift our work force's wellbeing and our economy's productivity.

Actual link: [http://www.nytimes.com/2011/09/04/opinion/sunday/do-happier-people-work-harder.html?\\_r=1](http://www.nytimes.com/2011/09/04/opinion/sunday/do-happier-people-work-harder.html?_r=1)





# CASE STUDY



## Trek UK

Located in Milton Keynes, city located 30 minutes outside of London

When Trek began in 1976, their mission was simple: Build the best bikes in the world. Target Commercial Interiors has worked extensively in their Wisconsin Headquarters to accommodate a youthful, energetic staff as they converse, collaborate and innovate to improve on this most efficient form of human transportation.

The next step in pursuing the global market is their new office in London, furnished by Target Commercial Interiors to reflect the culture of this forward thinking and creative company.

Design Firm: WheelerKanik, London  
Gary Wheeler, Principle  
Rob Goulder, Designer

Steelcase UK





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