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Issue 16



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Message From The President

Pursuing Excellence

Last month I gave a brief clinic on financial freedom that focused on getting out of debt. The basic concept is delaying pleasure today in return for greater rewards in the future. In my clinic I focused on paying down our debt now so we can enjoy financial freedom tomorrow. While we are paying down debt, we need to make sacrifices such as no fast food.

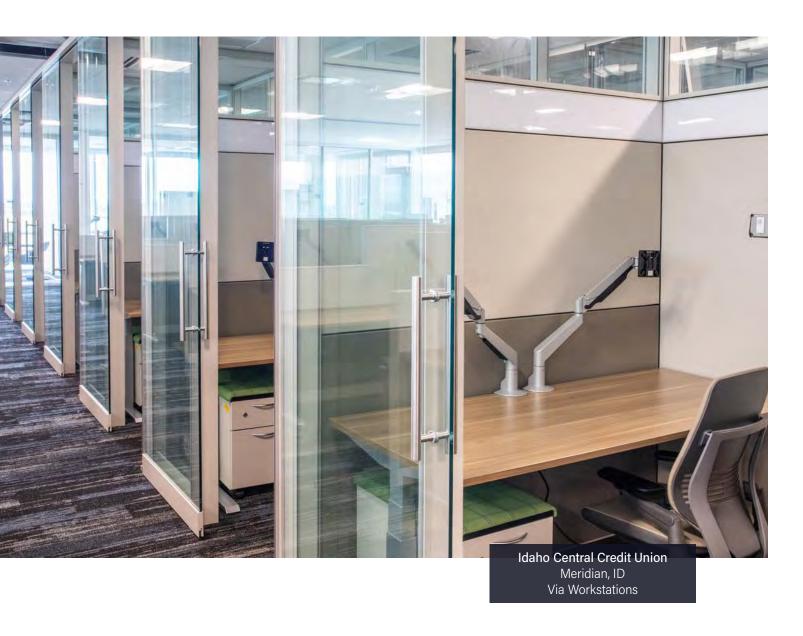
cutting up credit cards, and curbing vacations. I've been thinking about relating this to one of our company values and I think the value that relates the most is pursuing excellence. Excellence is not something that comes easily or by taking shortcuts. Excellence is achieved by hard work, persistence, and following a well-planned strategy. I invite each of you to think about an aspect of your lives where you can pursue excellence. This could be financial freedom, health or fitness, job performance, or perhaps an improved familial relationship. In each case, take some time to consider what you need to give up today in order to get something better tomorrow. It will be worth it. Good luck, I'll see you at the top.

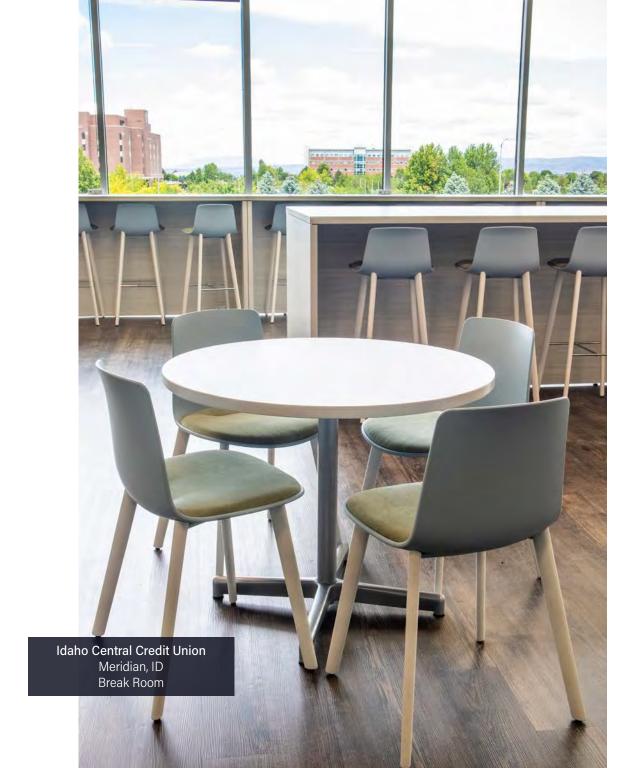
Scott Galloway

President

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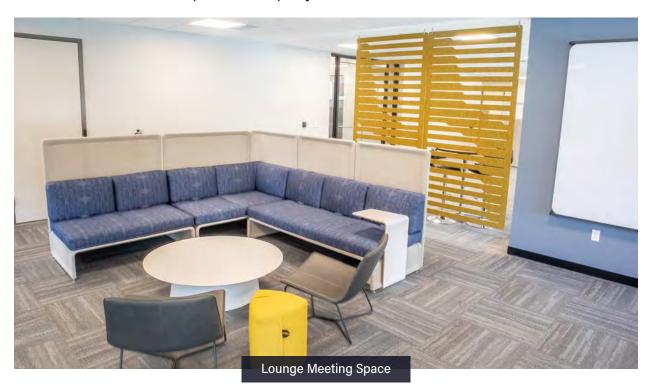






Navigating The Unknown

How Cradlepoint unlocked the secret to creating a place employees want to work.



Since the beginning of the pandemic, the phrase "hybrid work" has been thrown around a lot. It represents an ever-evolving philosophy on where and when work can and should happen. At OEC, we have been helping companies navigate the challenges and benefits of hybrid work and what it means for their organization for a few years now. However, we have not seen anyone implement the core of this philosophy as successfully as Cradlepoint.

Who is Cradlepoint?

Cradlepoint is a global company headquartered in Boise with a mission of enabling customers to connect beyond the limits of wired networks. If your



office's internet goes down, their hardware routes a connection through a wireless provider like Verizon or T Mobile, ensuring no connectivity loss. That is just one of the many solutions they offer worldwide. In short, Cradlepoint is the industry leader in providing myriad solutions for sharing information securely, 24/7.

Over the last year, Cradlepoint has undergone some significant changes. The company has vacated multiple floors in the Boise Plaza building, built out new floors in the 11th & Idaho building, and moved hundreds of staff into its new space. Overseeing this colossal undertaking was Chris Woods, Cradlepoint's Senior Facilities Manager in charge of the day-to-day maintenance of Cradlepoint's numerous facilities and much more. Chris sat down with us to discuss the project as well as the philosophy of the new space.

Flexibility Instead of Hybrid

To begin, Chris doesn't like the term hybrid. "I feel like that terminology [hybrid] creates a framework, and when people feel like they've got a framework, they feel restricted and push back on it. Our whole focus at Cradlepoint has been on driving flexibility." When the pandemic hit, the Cradlepoint leadership team faced many big decisions. Despite much of their staff working from home at the time, the company was also growing and, therefore, hiring. When everyone returned to work, they would need more space. So, when the opportunity arose, they decided to lease three and a half floors of the new 11th & Idaho building. . However, the leadership team's mindset changed a short time after making that decision, as did its approach to the philosophy of work. The group started discussing embracing flexibility, making them reevaluate their real estate usage. Rather than needing 800 workstations, they would now require closer to 250. So, when the lease

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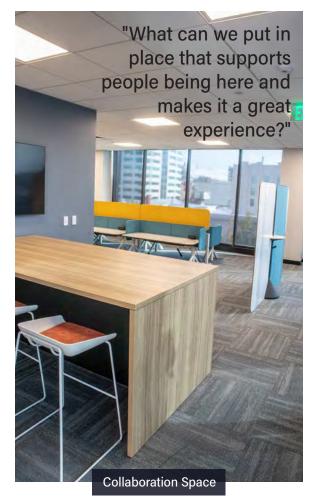
of the fourth floor of the Boise Plaza came up, they decided to move out of that space and into the new 11th & Idaho building. Today they occupy one floor in the Boise Plaza with three and a half new floors under lease at 11th & Idaho. By embracing flexible workstyles, Cradlepoint reduced its real estate from roughly six floors across two buildings to four and a half.

Designing for Flexibility

As Chris approached the design for the new floors, he saw it as an opportunity to elevate the company's standards and create an office where employees want to work. He thought about everything from amenities and resources to technology and finishes. "The whole process has been navigating the unknown. There is value in having face-to-face interaction because something is lost from a digital connection. So, we asked ourselves, 'What can we put in place that supports people being here and makes it a great experience?' That could look like a gym, a Microsoft Teams room, an espresso machine, or a free food Wednesday (which our staff loves). It is no longer about coming to the office and sitting at a desk. Now it's about the interaction within the office."



Cradlepoint has chosen to empower organization leaders to make decisions based on what they think is best for their department. So, some groups must be in the office more often than others. While the R&D floors are at 80% capacity three days a week, the 8th floor, with multiple departments, sees fewer people coming in regularly. Creating the right spaces for those teams requires flexible thinking. "Oftentimes when people come into the office, they do so for a





training or client meeting and need a conference room rather than a workstation. That has changed how I approached the design of some of our spaces. While we originally planned for 25 Microsoft Teams rooms, I chose to install only 14 and leave the rest as flexible spaces: a game room, lounge, huddle room full of whiteboards, or even a gym. Leaving these spaces open allows us to adjust to what is working."

When Chris started planning the space, he had teams who were hell-bent on never returning to the office. They now have designated workspaces. That is the power of great design and an open conversation with employees. "We have tried hard to listen to employees and what they need. It's not always easy to embrace that, but I think it's served a great purpose so far."

Working With OEC

To complete the project, Chris called on the full power of the OEC team, including Workplace Consultant Jill Miller, Design Director Jen Galloway, Project Manager Riley Weber, and VP of Technology Josh Messner. "We have a long-standing relationship with OEC and always come back because they make it easy." Chris met with Riley because he had concerns about the timeline. "Riley showed me the schedule and said he would make it happen, and he did. Moving was only a piece of what Riley and his team did. Not only did they get three floors built out with new furniture, but they also relocated people and decommissioned an entire floor of existing furniture we then used in our new warehouse. I received a lot of praise for everything coming together, but most people don't even know half of it. If anyone thinks they got something done alone, they are blind, especially when you have so many moving pieces."

Elevating The Aesthetic

Working with Jill and Jen on the design differed from what Chris had done in the past. With a short timeframe and a somewhat flexible budget, the group chose furniture and finishes that elevated the space without adding many extra costs. They got to experiment with some collaborative spaces and select finishes that added a lot of flair to the floor plan. "I leaned heavily on Jen and Jill because they had the experience. I would share what I was thinking, and they would provide an example, and we went from there. They had a great interpretation of the things we were looking for. I never felt lost because I always had their direction and guidance where needed."

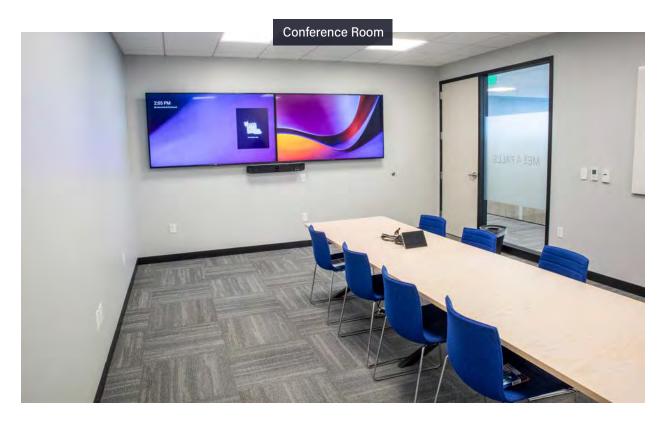
This project was the first time Chris experienced what it was like working with the OEC AV department as well. "I love working with Jill and Riley because they always answer my calls. Josh was no different. If an issue came up, Josh would come right over to troubleshoot. His team did our 14 Microsoft Teams rooms, and when there was an issue with the IT team getting set up, they came in at 4 am to make sure everything was ready on time. The fact that they put in that effort and got it up and running speaks volumes to me."

Flexibility and the Future of Cradlepoint

With four fully functional floors and half a floor available for future needs, Cradlepoint has successfully created a space where employees want to work. In turn, those happy employees can focus on improving clients' lives and companies' efficiency using Cradlepoint's solutions. By embracing flexibility in its attendance and physical space, Cradlepoint has unlocked the key to creating a productive and happy workforce. What could embracing flexibility do for you?











8 9

4 Types of Video Conferencing Rooms

Space and technology have worked together for years to meet an organization's needs. Technology supports a space just as the space or, more precisely, the furniture integrates with technology. Since different organizations have varied needs for their collaboration spaces, there are also various conference space options. We will cover four great examples of video conferencing rooms: boardrooms, huddle rooms, focus rooms, and training rooms.



1. Boardrooms

When someone thinks of a typical boardroom, an image of a large table in the middle of a room with big executive chairs often comes to mind. Many movies and shows love to film top executives sitting at the head of the table while staring down their nervous staff. For this reason, the typical boardroom is easily recognizable. However, one large table for twenty-plus people is just one of many ways a large conference room can host meetings.

As furniture and technology have evolved, so have the room functions and designs. Designers are creating more collaborative and relaxed conference rooms as businesses seek to create transparency and discussion between leadership and staff. They are replacing traditional long tables with stadium seating to offer different heights and seating postures, as well as couches, lounge chairs, and smaller tables. In many ways, these new designs are transforming traditional corporate conference rooms into what might resemble residential living rooms. The different postures give everyone a choice and make everyone equal, as there is no longer a "head" of the table.

Since these relaxed designs are more dynamic and open to collaboration, the video conferencing technology supporting the room must also be dynamic. It can include multiple displays positioned in the areas of the room where people can easily see them. Camera bars that easily track motion and stitch to different individuals provide another way to bring remote participants in on the action.



2. Huddle Rooms

In addition to the large conference room, many businesses opt for smaller spaces for teams to collaborate for 30-60 minutes. The traditional boardroom is in short supply compared to smaller, more agile areas called Huddle Rooms. These meeting spaces typically support 3-6 individuals. Their key characteristics include smaller tables (surrounded by easily maneuverable chairs) butting up against a wall with a single display. These tables can be standing height or regular seating height. In the smaller space, an all-in-one solution camera bar can easily share a wide image of all the collaborators with a remote participant. If the camera is mounted at eye level, the remote collaborator will feel like they are also sitting at the table.



3. Focus Rooms

The next size down in meeting spaces is the focus room. These spaces can vary drastically depending on the organization's needs. Due to an increased demand for privacy in the workplace, focus rooms were created to support 1-3 individuals. They can look like seated or standing phone booths where employees take private calls or hold virtual meetings on their laptops. Phone booths give privacy and are easy to move around the office.

Another focus room could be a freestanding

meeting pod with glass walls, a vented roof, acoustical side panels, and a door. They can also be three hard walls with one glass modular wall and door for extra light. Examples of focus room furniture and technology include a small standing-height table with a single display, control pad, and chair, a single desk with a desktop meeting device like a Neat Frame, or a couple of lounge chairs and a coffee table. These spaces provide flexible and reservable places for individuals and small teams to escape the noise and dive into their work.



4. Training Rooms

The training room is a great multipurpose space with endless layout possibilities. The best areas use easily reconfigurable task tables and chairs with casters. Table layouts can include a large U-shape, banquet rows or rounds, a hollow square, cluster tables for collaboration, or rows facing the front. With multiple cameras, speakers, and displays mounted on different sides of the room, the space remains dynamic, no matter the configuration.

Getting Started

The furniture and technology options for video conferencing spaces are as endless as your imagination. Take some time to think about what will work best for your teams and how they like to work.



Color. Works.

7 things you need to know about color now.

1

Color is a key ingredient to creating an inviting office space - even a subtle change can make a big difference.

Our world is infused with different hues, tones and intensity that influence us. That's why color is vital to the human experience - and to place. People can walk into a space and immediately feel better - or worse.

2

Color is powerful. It evokes strong emotions, feelings and memories. It can calm, excite and inspire - influencing our mood and affecting our emotional and physical wellbeing.

Color also reflects culture and the shifts in society's response to the world around us. The color palette humans are drawn to is ever evolving and we are responding to forces that we can't articulate but

can feel at a visceral level.

Workplace color palettes in the past would signal, "We're all business here." They reflected an early infatuation with technology, but the aesthetic often felt cold and antiseptic. To combat this, many organizations responded by embracing bright primary colors with the intent to infuse joy but it was not always practical for getting work done.

Today, hybrid work has blurred the lines between work and home. People want the comforts of home when they are in the office. Now, designers are looking at how color can create workplaces where people will feel good.

3.

Of all the forces influencing work, people's need for emotional and physical wellbeing accelerated during the pandemic. It is influencing workplace design and the colors that people are drawn to.

Imersed in technology, people yearn for more humanity. They are seeking comfort, familiarity and a sense of sanctuary and are drawn to places that create a soothing, domestic sensibility. With these insights, designers can begin to envision colors that appeal to what people need and apply them in ways that humanize space to better support their cognitive, physical and emotional wellbeing.

4.

Natural elements help balance pervasive technology.

As technology and mobile devices permeate our lives, along with their techy aesthetic, the more we crave the balance that natural elements can bring.



5

Warmer neutrals evoke feelings of comfort.

Neutral color is grounding, natural and timeless - and can be paired with vibrant and bold accents to create a unique and inspiring aesthetic. Bringing these colors into the workplace can help make it feel more secure, stable and supportive.

6.

Home and office aesthetics intersect.

People want a new aesthetic at home, in the office and at the cafe down the street - everywhere they go. The boundaries that used to define our spaces are fading. People want to balance performance with a domestic sensibility, helping them feel a sense of comfort at work as much as they do at home.

7.

Biophilia matters even more.

Colors, shapes and patterns that incorporate design principles around leaves, flowers, animals, trees and other outdoor elements can subliminally help people feel more grounded and a greater sense of wellbeing. This impacts the colors we're drawn to, but also the materials and finishes we prefer, such as those made of natural elements like wood, stone or even recycled materials.



Tones Rug by Nanimarquina This collection of rugs presents an infinite wealth of tones, highlighting the chromatic harmony reminescent of musical notes. The presence and absence of color influences not only a room, but also our mood, bringing calm and energy.

