ARCHITECTURE: DESIGNING FROM THE INSIDE OUT

An effective approach to unlocking business potential through architecture.
THE OBJECTIVE:
Architecture & interiors aligned with your needs
How the Inside-out approach to architecture uses a synthesis of operational, social, technical, cultural and strategic needs as its starting point.

THE SOLUTION:
Created from the ground-up
A process of discovery: The intensive interaction that begins to define buildings from the inside-out

THE APPROACH:
Integrative project leadership
The mechanism that integrates all aspects of project development, management and construction into a single source of responsibility.

THE RESULT:
A building form of optimised function
Buildings that deliver maximum efficiency and effectiveness for a given budget.

THE TEAM LEADERS:
Integrated expertise from across the professional spectrum

THE SOURCE:
M Moser Associates

SELECTED CLIENTS

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How a building is designed for a specific end-user has as much impact on its final form as why it was designed. Taking the traditional route of designing a building from the ‘outside-in’, for example, often results in exterior architecture being optimised to the detriment of interior functionality.

For businesses, the physical architecture of these conventionally designed buildings can actually obstruct the operation of a workplace, and therefore impose inherent limits on what strategic goals can be achieved. Conversely, architecture can help remove these limits if it designed to support your goals from the start.

This is the essence of Inside-out, an approach to conceiving and designing buildings around the core goals, end-user needs and technical requirements of their users. The result: Buildings that are more accurately fit to short- and long-term purposes, delivered more efficiently, and providing greater value than their traditionally designed equivalents.
In plain terms, the inner core of each Inside-out project is formed with a synthesis of needs – operational, spatial, technical, cultural and strategic. The architecture evolves as optimal solutions to each of these concerns are created and integrated into the design.

Thus, the Inside-out approach leads to holistic solutions, with spaces designed and located to optimally suit their eventual purpose. Materials and technology are chosen and integrated with business and end-user goals and needs in mind. Qualities such as sustainability, scalability and flexibility are designed into the structure from the very start, rather than added as an afterthought.
Nokia China’s new headquarters campus epitomises the potential of inside-out architecture to reconcile diverse – and even ostensibly conflicting – requirements into a coherent, distinctive building form.

For Nokia, impetus for a new headquarters arose from the inadequacy of its original facilities, which dispersed various departments and operational units among a number of locations in central Beijing. By its very nature, this arrangement was at cross-purposes with the company’s culture of collaborative working, connection and sustainability.

But while Nokia realised the desirability of gathering all headquarters staff under a single, purpose-designed roof, the headquarters’ proposed location away from the core areas of Beijing raised a number of serious challenges. Staff members’ commutes between home and office would in some cases be prohibitively inconvenient, as would people’s access to everyday amenities like supermarkets, restaurants, banks and laundries.
The advantages of an inside-out approach extend much further than fulfilling immediate needs for space. Inside-out represents an opportunity to create holistic solutions that can improve as well as support the way you work far into the future. But comprehensive solutions inherently cannot be created piecemeal: they arise from a process that engages a full spectrum of expertise and input, and then channels it towards a single client-centred purpose. M Moser meets this challenge by approaching each project with an optimised mix of in-house professionals – including architects, designers, strategic and space planners, engineers, and IT and construction specialists as required. At all times, the client is at the centre of this collaborative process, ensuring that the focus never strays from their needs, priorities, timeframe, and their ultimate project goals.

Selecting a site
Choosing a location is a fundamental step in creating effective architecture. If needed, M Moser’s due diligence team can partner with client and real estate providers to evaluate a range of possible sites. The suitability of each is measured against client-critical factors like immediate and long-term costs, area, proximity to markets and/or important suppliers, available services, applicable regulatory matters, room for expansion, and even prestige.

Discovering your goals, your way of work
With where to build decided, the next step in the inside-out process is to determine what to build. As this will be primarily shaped by important factors like end-user needs, technical requirements and corporate strategy, M Moser’s team engages in an intensive discovery process that can include observation, dialogue with client steering committees, analysis of test fit-outs, pilot spaces, workshops and surveys, interviews and other interactions with end-users. The outcome is a comprehensive picture of business priorities, operational mechanisms, culture and technical and spatial needs – the inner core of inside-out architecture.

Change management
As well as yielding vital data for the development of inside-out architecture, the discovery process also plays an important role in ensuring that client staff will transition readily into their new working environment. Participating in activities such as workshops, interviews, surveys and other dialogues gives end-users an opportunity to make their needs known and help shape their surroundings. In the process, they can more fully understand and ‘buy into’ the project. The eventual transition from old environment to new proceeds more smoothly, with minimal disruption to productivity, and with a more favourable level of staff retention.
Given the Nokia site’s remoteness from the amenities of central Beijing, rebalancing the ‘work-life’ equation became an important design priority.

As lead consultant, project manager and interiors consultant, M Moser Associates worked closely with Nokia to survey and analyse end-user needs and integrate them into a building which would also fully meet the client’s sustainability and operational goals. As a direct result, the building design evolved in a holistic fashion into an immersive ‘brand experience’. Notably, the design grew from the inside-out, with interior volumes being shaped in direct accordance to their function, and these in turn determining the building’s exterior form.
With a spectrum of expertise that includes architects, engineers, designers, space planners, IT specialists, project managers and construction professionals, M Moser is well-placed to serve as a ‘master builder’, both integrating and leading architecture projects from a single clear point of responsibility.

A key advantage of this integrative approach is how it enables all professionals involved – including disparate contractors and specialists – to collaborate on conceiving, designing and delivering a truly holistic solution. By allowing overall project management to take place under a single source of responsibility, M Moser’s approach also enables the client to remain at the centre of the entire project development and execution process, ensuring the integrity of the end-result.

**From the client perspective, the integrative approach to Inside-out offers:**

- Direct communications with the project team
- Improved efficiency and reduced cost
- Minimised abortive work
- Realisation of project vision, in terms of quality, form and function
- A streamlined, rational means of achieving space- and technology-related needs

**CLIENTS REMAIN CONTINUOUSLY AT THE CENTRE OF THE ENTIRE PROJECT DEVELOPMENT AND EXECUTION PROCESS**

All relevant parties work together simultaneously from project conception to completion.
CASE STUDY 3/4

EVOLVING TOWARD OPTIMISATION

Informed by an intensive process of dialogue and analysis between the design team, client and end-users, the new Nokia campus began to evolve in detail.

The design would provide 829,350 sq ft of area distributed among six floors. Inside, its immediately distinctive feature would be a ground-level ‘main street’ – an enclosed full-height void which divided the building into two distinct halves. As well as providing conveniently locating working areas into the two discrete, secure zones needed by the client, the ‘street’ would serve as a social setting offering access to a range of amenities and services. Among these are restaurants, convenience shops, a health club, concierge, and a ‘jetlag room’.

In essence, rather than bringing the headquarters to the heart of the city, the headquarters would bring the city to its heart.

The ‘main street’, as rendered here, evolved as the key to creating a total brand experience and effectively organising the building’s functional spaces.
When created from the ‘inside-out’, architecture takes form as an envelope wrapped around a volume of uncompromised function. The end result is a building which delivers maximum efficiency and effectiveness for a given budget.

CLIENT OBJECTIVES

Profitability
Productivity
Branding
Staff attrition & retention
Operational expansion
Consolidation
Operational change
Spatial flexibility/scalability
Sustainability
Operational expansion
Consolidation

EXPERTISE

Site analysis
Architecture
Strategic planning
Interior design
Engineering
Technology
Procurement
Sustainability certification
Construction

Inside-out: Matching objectives with expertise
The completed Nokia Beijing campus demonstrates the practical advantages that derive from the Inside-out approach to architecture.

Collaboration has been fostered by building features such as the 'main street', the open-plan offices and various break-out spaces. The in-room array of amenities and services make the new headquarters in many ways an even more convenient place to work than a location in central Beijing. Notably, with just a 0.1% turnover resulting from the relocation, Nokia’s staff has overwhelmingly bought into their new workplace.

The holistic Inside-out approach also aided in fulfilling the client’s ambitious sustainability goals. The building’s double-skinned glass curtain wall effectively insulates the interior, reducing load on climate control systems. Aided by the unobstructed open-plan layout of the offices, the extensive glazing also allows natural light to flood through the interior, which both cuts dependency on artificial illumination and contributes to a more comfortable working environment. A scheme of low-flow fixtures makes the building extremely water-efficient. Recently, the Nokia headquarters received LEED Gold certification by the US Green Building Council – the first building in Beijing to achieve the distinction.

The cafe and lounge-type settings and other break-out spaces offer a variety of options for informal meetings, socialising and relaxation. Open-plan work areas enable easy collaboration between staff and aid in distributing natural light.
John Koga, AIA, NCARB
Director Architecture
John’s experience with international building projects began in 1985, when he joined the practice of Kohn Pedersen Fox in New York City. Over his 25-year career, he has applied his skills to project types as various as high-rise office and mixed-use, retail, entertainment, gaming, hospitality, and master planning. Most recently, his career saw him take leading roles in a series of notable projects including the Shanghai World Financial Center and AZA Center – QIC Tower in Shanghai; One Marina Boulevard in Singapore, and JR Central Towers in Nagoya, Japan.

Nirmal Mangal, AIA, NCARB
Director Architecture
Nirmal has been involved with the design and construction of complex and large-scale projects for the entire span of his career. He has managed projects in the USA, India, China, Mexico, Kazakhstan, Saudi Arabia, and Iran. His areas of particular expertise include master planning, corporate headquarters, high-rise buildings, R&D facilities, and hospitality projects.

Nicholas Alderson, RIBA
Director Architecture
Nicholas has been involved with the design and construction of end-user client projects for more than two decades. He has designed and executed projects in the UK, Europe and India. His areas of expertise include strategic analysis, corporate headquarters, R&D facilities and corporate interior relocations. Nicholas’s expertise in architecture and corporate interiors projects has been instrumental in refining the Inside-out concept to the advantage of clients.

Phoenix Convention Center, USA
(project completed by Nirmal Mangal prior to joining M Moser)

IBM, Montreal, Canada
(project completed by John Koga prior to joining M Moser)

R.O.B facility for AstraZeneca, UK
(project completed by Nicholas Alderson prior to joining M Moser)
Moira Moser, AIA, FHKIA
Chairman

Moira is a recognised architect in California, the UK and Hong Kong, and a member of the American Institute of Architects. In 2001, she became one of the few women to be made a Fellow of the Hong Kong Institute of Architects. She has worked with the International Council on Tall Buildings and Urban Habitat, headquartered at the Illinois Institute of Technology, since the 1970s, and is currently a member of the Council’s steering committee.

John M Sellery, AIA
Group Managing Director

Prior to joining M Moser Associates in 1989, John had already built a distinguished 11-year career as an interior designer and architect. His versatile talent and the depth of experience he has gained in working with a broad range of clients have made him an influential figure in contemporary workplace design. He has contributed to a number of award-winning projects in Asia and internationally.

Adam Mundy
Director Design, International

Adam began his interior design career in 1994, and joined M Moser Associates in 2002. His past residential and leisure project experience has contributed to his unique perspective on corporate office design, and he has become well-known for his incisive solutions. For each project, he engages in extensive user group consultation as a starting point for designs which are tightly focused on meeting client needs.

Selected clients:

- Sime Darby study, Kuala Lumpur, Malaysia (completed by M Moser in 2007)
- TÜV Rheinland Group, Guangzhou, China (completed by M Moser in 2007)
- Big Dutchman, Kuala Lumpur, Malaysia (completed by M Moser in 2006)
- Design study, Shanghai, China (developed by M Moser in 2009)
- Design study, Shanghai, China (developed by M Moser in 2009)
By taking an integrative project leadership approach, we can focus the full spectrum of professional expertise on meeting the immediate and strategic needs of the client. Everything from pre-lease services, strategic facilities planning and sustainable design to architecture, interior design, IT systems migration, engineering and construction is synchronised in a client-led, collaborative process of project development and delivery.

The same process also uses collaborative technology which allows participants to work together in real-time regardless of their geographical locations – a crucial advantage for international project initiatives. Project teams and client decision-makers in New York and Beijing, for example, can work together seamlessly, applying an optimal mix of expertise to achieve solutions that work ‘on the ground’ as well as strategically. Just as importantly, they are delivered on time and budget, consistently.

SELECTED CLIENTS

A. & H. Meyer  
ABN AMRO Bank  
Adidas  
Agilent Technologies  
Alcatel  
AstraZeneca  
Avon  
Bank of New York Mellon  
Bank of Tokyo-Mitsubishi  
BASF  
Big Dutchman  
Bloomberg L.P.  
BNP Paribas  
Boeing  
BP  
Bristol-Myers Squibb  
Broadcom  
Crédit Agricole  
Carrefour  
Castrol  
Chevron  
CICC  
CIGNA  
Cisco Systems  
Citibank  
Danone  
DBS Bank  
Dell  
Deloitte  
Deutsche Bank  
DHL  
Dow Chemical  
DuPont  
eBay  
Ekowood  
Eli Lilly  
Ernst & Young  
ExxonMobil  
FedEx  
GlaxoSmithKline  
Goldman Sachs  
Halcrow  
Hess  
Hewlett-Packard  
IBM  
Intel  
Johnson & Johnson  
JP Morgan  
KPMG  
Lenovo  
Macquarie  
Maersk  
Manulife  
Mars  
Mead Johnson  
Mercedes-Benz  
Merck Sharp & Dohme  
Microsoft  
Morgan Stanley  
Motorola  
Nokia  
Nokia Siemens Networks  
Nomura  
Novo Nordisk  
OOCL  
Pfizer  
Philips  
PricewaterhouseCoopers  
Qualcomm  
RBS  
Research In Motion  
Rio Tinto  
Roche  
S.W.I.F.T.  
SABIC  
Samsung  
Sanofi-Aventis  
Schenker  
Siemens  
Sime Darby  
Sinopec  
Sony-Ericsson  
Standard Chartered Bank  
State Street  
Swire Properties  
Target  
Thomson Reuters  
TÜV Rheinland  
Walmart  
Wrigley  
Yahoo!  
Zurich
GLOBAL EXPERTISE FOR LOCAL RESULTS

CREDITS

Nokia case study:
M Moser Associates: Lead project consultant (including interior architecture/design, project management, workplace planning, interior systems design, A/V consultancy)

Arup: Architectural shell design (including structural engineering, sustainability consultancy)

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Section 1 - Case study
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Section 4
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Section 4 - Case Study
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Section 5
Big Dutchman
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TÜV Rheinland Group
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