



CHALMERS
UNIVERSITY OF TECHNOLOGY



Project Management in Tenant Customization: A Case Study on Collaboration, Flexibility, and the Future Office

Master's thesis in Design and Construction Project Management

Jakob Niemer
Edvin Schulz

DEPARTMENT OF ARCHITECTURE AND CIVIL ENGINEERING
DIVISION OF CONSTRUCTION MANAGEMENT

CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2025
www.chalmers.se

MASTER'S THESIS ACEX30

Project Management in Tenant Customization: A Case Study on Collaboration, Flexibility, and the Future Office

Master's Thesis in Design and Construction Project Management

Jakob Niemer
Edvin Schulz

Department of Architecture and Civil Engineering

Division of Construction Management

Göran Lindahl

CHALMERS UNIVERSITY OF TECHNOLOGY

Gothenburg, Sweden 2025

Project Management in Tenant Customization: A Case Study on Collaboration, Flexibility, and the Future Office

Master's Thesis in Design and Construction Project Management

JAKOB NIEMER

EDVIN SCHULZ

© JAKOB NIEMER, EDVIN SCHULZ, 2025

Examensarbete ACEX30

Institutionen för arkitektur och samhällsbyggnadsteknik

Chalmers tekniska högskola, 2025

Department of Architecture and Civil Engineering

Division of Construction Management

Chalmers University of Technology

SE-412 96 Göteborg

Sweden

Telephone: + 46 (0)31-772 1000

Göteborg, Sweden, 2025

Project Management in Tenant Customization: A Case Study on Collaboration,
Flexibility, and the Future Office

Master's Thesis in Design and Construction Project Management

JAKOB NIEMER

EDVIN SCHULZ

Department of Architecture and Civil Engineering
Division of Construction Management
Chalmers University of Technology

ABSTRACT

This study explores how project management can support flexible tenant customizations that align with future office trends. Through a qualitative case study in collaboration with the consultancy firm Tenant & Partner, the research investigates the role of the project manager in facilitating collaboration, communication, and adaptability in customization projects. The findings show that early involvement of stakeholders, clear communication, and a shared understanding of goals between property owners and tenants are critical to achieving successful outcomes. The study also emphasizes the importance of aligning contractual agreements between the property owner, tenant, and construction contractor to ensure a smooth process. Overall, the report highlights the project manager's central role in balancing different stakeholder interests and guiding the customization process toward solutions that support both current needs and future flexibility.

Key words: collaboration, tenant customization, flexibility.

Projektledning i Hyresgästanpassning: En Fallstudie om Samarbete, Flexibilitet och Framtidens Kontor

Examensarbete inom masterprogrammet organisering och ledning i bygg- och fastighetssektorn

JAKOB NIEMER

EDVIN SCHULZ

Institutionen för arkitektur och samhällsbyggnadsteknik

Avdelningen för Projektledning

Chalmers tekniska högskola

SAMMANFATTNING

Denna studie undersöker hur projektledning kan stödja flexibla hyresgästanpassningar som ligger i linje med framtidens kontorstrender. Genom en kvalitativ fallstudie i samarbete med konsultföretaget Tenant & Partner, utforskar arbetet projektledarens roll i att underlätta samarbete, kommunikation och anpassningsförmåga i hyresgästanpassningar. Resultaten visar att tidig involvering av intressenter, tydlig kommunikation och en gemensam målbild mellan fastighetsägare och hyresgäster är avgörande för att nå framgångsrika resultat. Studien betonar även vikten av att avtalen mellan fastighetsägare, hyresgäst och entreprenör är samordnade för att säkerställa en smidig process. Sammanfattningsvis lyfter rapporten fram projektledarens centrala roll i att balansera olika intressenters mål och leda anpassningsprocessen mot lösningar som både möter dagens behov och framtidens flexibilitet.

Nyckelord: samarbete, hyresgästanpassning, flexibilitet

Contents

1. INTRODUCTION	1
1.1 BACKGROUND	1
1.2 PURPOSE AND PROBLEM STATEMENT	1
1.3 LIMITATIONS AND DELIMITATIONS	2
2. METHOD	4
2.1 RESEARCH STRATEGY	4
2.2 RESEARCH METHODOLOGY	4
2.2.1 Case Study	5
2.2.1.1 Interviews	6
2.2.2 Survey	7
2.3 USE OF AI	8
3. THEORY	9
3.1 ABOUT OFFICES	9
3.1.1 History of the Office	9
3.1.2 The Impact on Offices from the Covid-19 Pandemic	12
3.1.3 The Office Today	13
3.1.4 The Future Office	15
3.2 TENANT CUSTOMIZATION OF OFFICE SPACES	16
3.2.1 The Meaning of Tenant Customization	16
3.2.2 Parties Involved in Tenant Customization	17
3.2.3 The Tenant	17
3.2.4 The Project Manager	18
3.2.5 The Property Owner	18
3.2.6 The Construction Contractor	19
3.2.7 Contractual Structures between Stakeholders	19
3.3 PROJECT MANAGEMENT	20
3.3.1 Traditional Project Management	21
3.3.2 Agile Project management and Hybrid Models	22
3.3.3 Stakeholder Management	23
3.3.3.1 Identification and Analysis of Stakeholders	23
3.3.3.2 Planning Stakeholder Engagement	24
3.3.3.3 Managing Stakeholder Engagement	24
3.3.3.4 Monitoring and Adjusting Stakeholder Strategies	25
3.3.4 Communication and Decision-Making Processes in Customization Projects	25
3.3.4.1 Challenges in the Dialogue Between Property Owners and Tenants	25
3.3.4.2 Strategies for Effective Communication and Decision-Making	26
3.3.5 Flexibility and Sustainability in Office Customization	26
3.3.6 Risk Assessment in Customization Projects	27
4. RESULTS	28
4.1 RESULTS FROM INTERVIEWS	28
4.1.1 Collaboration Between Stakeholders	28
4.1.2 Communication and Transparency	30
4.1.3 Different Perspectives of a Successful Tenant Customization	31
4.2 RESULT FROM SURVEY	32
4.2.1 Office Respondents	32
4.2.2 Non Office-Based Respondents	36
4.2.3 Work-Life Balance	38
5. ANALYSIS	39
5.1 ANALYSIS OF INTERVIEW FINDINGS	39
5.1.1 Collaboration Between Property Owners and Tenants - Insights and Lessons Learned	40
5.1.2 Communication Barriers and Potential Improvements	41
5.1.3 Success Factors in Tenant Customization Projects	42
5.2 ANALYSIS OF SURVEY FINDINGS	43

5.2.1 Office Respondents.....	43
5.2.2 Non-Office Respondents	44
5.2.3 Comparison to Earlier Studies.....	45
5.3 METHOD DISCUSSION.....	46
5.4 PRACTICAL IMPLICATIONS	47
5.5 FURTHER RESEARCH PROPOSAL.....	48
6. CONCLUSION	50
REFERENCES	52
APPENDICES.....	I
INTERVIEW – TENANT.....	I
INTERVIEW – PROJECT MANAGER	VII
INTERVIEW – SITE MANAGER.....	XII
INTERVIEW – PROPERTY OWNER	XVI

LIST OF FIGURES

FIGURE 1: STAKEHOLDERS IN TENANT CUSTOMIZATION PROJECT	17
FIGURE 2: CONTRACTS BETWEEN STAKEHOLDERS	20
FIGURE 3: THE IRON TRIANGLE (ATKINSON, 1999).....	21
FIGURE 4: CORE ELEMENTS OF AGILE PROJECT MANAGEMENT (KLOTSCHKE, WAGNER, & PFNÜR, 2022).....	22
FIGURE 5: STAKEHOLDER MAPPING, THE POWER/INTEREST MATRIX (OLANDER & LANDIN, 2005).....	24
FIGURE 6: RESPONDENTS AGE DISTRIBUTION.....	32
FIGURE 7: RESPONDENT’S NUMBER OF DAYS SPENT AT THE OFFICE.	33
FIGURE 8: CHART OF RESPONDENT’S REASONS FOR COMMUTING TO THE OFFICE.	33
FIGURE 9: CHART OVER RESPONDENT’S MOTIVATIONS FOR REMOTE WORK.	34
FIGURE 10: CHART OVER RESPONDENT’S CURRENT OFFICE DESIGN.	35
FIGURE 11: CHART OVER IMPROVEMENTS FOR RESPONDENT’S CURRENT WORKPLACE.....	35
FIGURE 12: CHART OVER HOW IMPORTANT THE ABILITY TO WORK REMOTELY IS FOR THE RESPONDENT’S WHEN CHOOSING AN EMPLOYER.	36
FIGURE 13: CHART OVER OFFICE WORK DESIRE FOR NON-OFFICE BASED WORKERS.....	37
FIGURE 14: CHART OVER ADVANTAGES WITH OFFICE WORK ACCORDING TO NON-OFFICE BASED WORKERS.....	37
FIGURE 15: CHART OVER ADVANTAGES WITH NON-OFFICE BASED WORK ACCORDING TO NON-OFFICE BASED WORKERS.....	38
FIGURE 16: CHART OVER SATISFACTION IN WORK-LIFE BALANCE ACCORDING TO RESPONDENT’S.....	38

Preface

This master's thesis has been carried out within the subject area of Design and Construction Project Management at Chalmers University of Technology. The study focuses on the collaboration between property owners and tenants in tenant adaptation projects, with the aim of exploring how project management can be structured to be both efficient and aligned with future office trends.

We would like to extend our sincere thanks to our supervisor at Tenant & Partner, Vicky Dahlström, for her support, dedication and valuable insights throughout the process. We also want to thank all our colleagues at Tenant & Partner who assisted with the survey and provided guidance on general questions along the way. A special thanks to Göran Lindahl, our academic supervisor at Chalmers University of Technology, for his guidance and constructive feedback.

Finally, we would like to thank all the individuals who participated in the interviews and generously shared their perspectives and experiences. This thesis would not have been possible without your contributions.

Gothenburg June 2025

Jakob Niemer
Edvin Schulz

Notations

Hybrid Work - A flexible work model that combines remote work with on-site presence. Employees split their time between working from home or another remote location and being physically present at the office.

Remote Work - A work arrangement in which employees perform their tasks from a location outside the traditional office environment, typically from home, using digital tools and communication platforms.

Activity-Based Office - An office concept where employees do not have assigned workstations but instead choose their work environment based on the task at hand, for example, quiet zones for focused work, meeting rooms for collaboration or social areas for informal conversations.

1. Introduction

The design of office spaces plays a crucial role in employee well-being, especially considering how much time people spend at work. On average, an employee spends around 100,000 hours in the office over a lifetime (Öberg, 2022). Given this, it is vital that the workplace supports both mental health and productivity. A thoughtfully designed office not only promotes well-being but also enhances creativity and overall performance (Hedström, 2021).

When employees thrive and perform well, the entire organization benefits (Danielsson, 2024). A healthy and motivated workforce helps drive long-term goals and contributes to sustainable business growth. While the office continues to be an important place for collaboration and employee engagement, many workers today also value the flexibility to work from home. In some industries, studies even show that creativity can increase when employees are given the option to work remotely.

As workplace expectations continue to evolve, research shows that employees are increasingly looking for quieter, more private spaces where they can focus without distractions (Danielsson, 2024). There is also a growing need for areas where virtual meetings can be held without disturbing others. These trends reflect a shift toward more flexible and adaptable work environments, an important consideration in the future design of office spaces.

1.1 Background

In today's evolving work environment, organizations strive to create office spaces that support both business objectives and employees' preferences for flexibility (Richardson, et al., 2017). The shift toward hybrid work, accelerated by the Covid-19 pandemic, has fundamentally changed how and where people work. Many companies now struggle to bring employees back to the office, raising the question: What makes the physical workplace worth commuting to?

The demand for attractive, functional, and flexible office spaces has become a strategic issue, especially as competition for talent intensifies and recruitment challenges persist (De Paoli, Arge, & Blakstad, 2013). A well-designed office environment is no longer just a space for work, it is a tool for engagement, collaboration, and corporate culture. The way offices are adapted and customized plays a crucial role in creating workplaces that employees want to return to.

Tenant customizations offer a unique opportunity to shape office spaces that align with future workplace trends, fostering both productivity and well-being (Killilea, 1997). However, achieving this requires an effective project management approach that ensures flexibility, functionality, and high-quality outcomes. Understanding how property owners and tenants can collaborate to lead successful tenant customizations is essential for designing office environments that support both organizational goals and employees' evolving expectations.

1.2 Purpose and Problem Statement

As the labour market evolves and hybrid work becomes increasingly common, new demands are placed on the design and adaptation of office spaces. To align with future

office trends, tenant customizations must be carried out in a way that supports both organizations' long-term needs and employees' requirements for flexibility. A key challenge is how property owners and tenants can collaborate through effective project management methods to ensure successful customizations that meet these changing demands.

The purpose of this study is to examine how project management between property owners and tenants can be structured to enable a smooth and efficient tenant customization while ensuring that the final result is of high quality and optimally designed for the company. A well-planned customization should not only meet immediate needs but also serve as a strategic tool for the company, creating a workspace that supports its development and helps it achieve its goals. By analyzing current office trends and linking them to practical experiences in tenant customizations, this research aims to provide insights into how the process can be optimized to create sustainable and functional work environments for the future.

The problem statement will be as follows:
- What project management aspects are important between stakeholders to carry out a tenant customization that is effective but also aligns with future office trends?

To achieve this, the following questions are explored:

- How do different stakeholders perceive the collaboration in a tenant customization process?
- What challenges arise in communication between the stakeholders during a customization?
- What project management aspects are important to consider in a tenant customization project?
- What factors are crucial for a tenant customization to be perceived as successful by all involved parties?
- What incentives do property owners have to implement flexible customizations, and how do these align with tenant needs?
- Which early-stage aspects are crucial in a customization project to promote mutual understanding between stakeholders?
- What do people value in current office environments, and what trends are shaping the offices of the future?

1.3 Limitations and Delimitations

This study focuses on tenant customization in Sweden. This country has been selected as the geographical scope due to its distinct regulatory framework, sustainability ambitions, and evolving workplace trends, which influence how tenant customizations are planned and executed. While global trends in office design and hybrid work are considered as background context, the study does not include comparative analyses of international cases, as the legal, economic, and cultural conditions for tenant customizations vary significantly across countries.

One limitation of this study is the restricted generalizability of the findings. Since the research is based on a single tenant customization project, the insights gained may not be universally applicable to all similar projects. Tenant customizations can vary significantly depending on factors such as project scale, contractual agreements, and organizational structures. However, by analyzing a real-world case with multiple key

stakeholders, we can still derive valuable insights that can be applied to comparable contexts. Additionally, the inclusion of multiple perspectives within the project strengthens the study's reliability, as findings are not based on a single viewpoint but rather a combination of different roles and experiences.

The study is further limited to commercial office spaces, excluding residential buildings, industrial facilities, and retail spaces. Office customization projects involve unique challenges, stakeholders, and design considerations that differ from other property types. Additionally, the research focuses on urban office environments, where demand for flexible and adaptable workspaces is particularly high. Smaller offices in rural areas are excluded, as their customization processes are often shaped by different economic, logistical, and regulatory factors.

In a time perspective, the study examines current and future trends. This timeframe has been chosen due to the significant shifts in office design and workplace strategies following the COVID-19 pandemic and the rise of hybrid work models. The study does not conduct any deeper historical analyses of tenant customization, as the primary aim is to explore current challenges and opportunities. While past developments may be referenced for context, the focus remains on how organizations and property owners currently approach office customization and how this may evolve in the near future. Additionally, the study does not attempt to predict long-term office design trends, as speculative forecasts often lack empirical support and are influenced by unpredictable external factors such as technological advancements and economic fluctuations.

The research primarily examines four key stakeholders in the tenant customization process: tenants, project manager representing the tenant, property owners, and construction contractors. These actors are central to decision-making and implementation in office customization projects. Other stakeholders, such as architects, regulatory authorities, subcontractors, and end-users (employees working in the office), are not directly included. While their influence is acknowledged, the study aims to understand collaboration and decision-making primarily between the main contractual and collaborative parties.

This study does not provide a detailed financial or legal analysis of tenant customization projects. While economic incentives and cost considerations are discussed, the research does not include investment calculations, lease agreement negotiations, or legal risk assessments. Instead, it focuses on project management and collaboration, analyzing how economic and legal factors shape the execution and outcome of office customizations rather than specific contractual or financial terms. Similarly, while flexibility and sustainability are considered important aspects of office customization, the study does not conduct technical analyses of energy efficiency, material life cycle assessments, or smart building technologies. Instead, the research explores how sustainability considerations influence decision-making and stakeholder collaboration.

Methodologically, the study employs both quantitative and qualitative research methods, including a survey and semi-structured interviews. The quantitative statistical analyses serve to compare findings with similar surveys, identifying similarities and differences to draw well-founded conclusions. Additionally, the study is based on a single case study, which limits generalizability to all tenant customization projects. However, by incorporating multiple stakeholder perspectives, the research aims to provide valuable insights into best practices and key challenges in the field.

2. Method

This section presents the study's methodology. It describes the research strategy, the methods used for data collection, and the reasoning behind these choices. The section also outlines the case study approach and explains how the study was designed to ensure reliable and valid results.

2.1 Research Strategy

To establish a solid foundation for the study, the process began with thorough information gathering. Supervisors from Tenant & Partner and Chalmers were consulted due to their expertise in the field, providing valuable insights that guided the initial orientation of the research. This early phase helped define a more specific focus area and laid the groundwork for a targeted and relevant study.

An in-depth analysis of existing information was then conducted through a review of published reports, books, and credible online sources. Current perspectives on the market landscape were obtained by examining newspaper articles and industry publications, contributing to a broader understanding of ongoing trends and challenges. Source criticism and systematic evaluation were emphasized throughout to ensure the credibility and relevance of the materials used. Priority was given to peer-reviewed reports and publications from established industry actors over speculative or subjective sources. By integrating academic theory with contemporary market insights, a robust analytical foundation was created.

As part of the methodological framework, a specific tenant customization project was selected as the central case. One of the thesis authors served as a site supervisor for this project, contributing detailed practical knowledge and a deep understanding of its context. This case-based approach has strengthened the study's relevance and applicability by connecting theoretical insights to real-world experience.

Furthermore, a mixed-method approach was selected to enable a comprehensive understanding of the subject. In addition to a literature review, qualitative data were collected through four interviews, all conducted with individuals involved in the selected case project. This provided valuable, context-specific insights directly related to the real-world implementation of a tenant customization. To complement the qualitative findings with broader input, a quantitative survey was also carried out. All collected data were compiled and analyzed through pattern identification and comparison, forming the basis for the discussion section where results were connected to existing research and theory. The findings focus on answering the central research question and fulfilling the study's stated purpose.

2.2 Research Methodology

To address the study's research questions and gain a comprehensive understanding of office customizations in relation to future office trends, a mixed method approach was adopted (Leech, Dellinger, Brannagan, & Tanaka, 2009). Combining qualitative and quantitative methods allows for both in-depth exploration and broader generalizability, which is particularly valuable in complex, practice-oriented research.

The qualitative part of the study aimed to explore how office customizations are carried out in practice and how different stakeholders collaborate during the project (Creswell

& Creswell, 2018). Interviews were conducted with key stakeholders involved in the chosen office customization project. The interviews focused on project management, flexibility, communication, and decision-making processes. Qualitative methods are well-suited for capturing experience and context-specific insights. The full interview transcripts are included as appendices in the original language (Swedish). Selected quotes have been translated into English for use in the analysis.

To complement the qualitative findings, a quantitative survey was conducted, targeting a larger group of people. The purpose of the survey was to identify employee needs, preferences, and values related to the future of the office, for example, regarding flexibility, social spaces, and hybrid work. The quantitative component allows for the analysis of patterns and general trends based on a larger dataset.

In addition to the collection of primary data, an analysis of secondary sources was conducted, including previous research, industry reports, academic articles, and online content where professionals present their perspectives. This document and content analysis served to contextualize the findings and identify ongoing discussions and trends within the field.

For the literature review, structured searches were performed using the databases Google Scholar and Scopus. Keywords such as *tenant customization*, *future office*, *hybrid working*, and *sustainable offices* were applied to locate relevant academic and industry materials. This systematic search strategy aimed to ensure a comprehensive understanding of the current state of knowledge and debates within the research area.

By combining multiple data sources and methods, the credibility of the results was strengthened by approaching the topic from different perspectives (Creswell & Creswell, 2018). This approach provided a deeper understanding of how office customizations can respond to future workplace demands.

2.2.1 Case Study

The empirical foundation of this study is based on a specific tenant customization project conducted for the company Swisslog, a global leader in automated warehousing solutions (Swisslog AB, 2025). The project was selected due to its relevance to the research purpose and its timely execution, offering current insights into how office customizations are carried out in practice. The office in question is located in Gamlestaden, Gothenburg, and encompasses approximately 1,500 square meters. It is situated within a newly constructed eight-storey office building, where Peab has acted as both the main contractor and the client. The office space is designed to accommodate around 100 employees and was completed in early 2025 (PEAB Fastighetsutveckling AB, 2025).



Picture 1: Case study building (Semrén & Månsson, n.d.).

2.2.1.1 Interviews

To collect in-depth and nuanced information for the study, semi-structured interviews were conducted with four individuals involved in the case study. The interviewees include the tenant, the tenant’s project manager, the site manager, and the property owner. By incorporating these different roles, a broader understanding was gained of the process, as all participants work towards the same goal but with different tasks and perspectives.

Role	Company name
Tenant	Swisslog
Project Manager	Tenant & Partner
Site Manager	PEAB AB
Property Owner	PEAB Fastighetsutveckling AB

Table 1: Interviewees and their roles in the case study.

The selection of these specific roles is motivated by their direct involvement in the tenant customization process, each contributing with a unique perspective. The property owner’s main task is to acquire tenants to the property, while the site manager is responsible for the on-site execution and practical challenges of the customization. The project manager oversees the coordination between all stakeholders and ensures that the project stays on track, while also bearing the responsibility of ensuring that the tenant customization is executed with high quality to meet the tenant’s needs and expectations. The tenant, on the other hand, provides insight into the end-user’s requirements and ensures that the final space aligns with their operational demands. By

including individuals from different levels of the project, a more holistic understanding was created of how project management influences the outcome, ensuring that both strategic and operational perspectives are taken into account.

Semi-structured interviews were chosen because this method offers a balance between consistency and flexibility (Leech, Dellinger, Brannagan, & Tanaka, 2009). Using a set of predefined questions while also allowing space for follow-up questions and open discussion makes it possible to gather more detailed and meaningful responses. This is especially useful when exploring both shared challenges and individual experiences among respondents. A fully structured format could have limited the depth of the answers, while an unstructured format might have made the analysis more difficult.

The interviews are conducted via Microsoft Teams and transcribed to ensure accurate documentation. To manage the large volume of data generated, an AI-based tool is used to assist in analyzing and organizing the material. This tool helps identify recurring themes, categorize responses, and extract relevant insights, which contributes to a more structured and efficient analysis process. However, all AI-generated outputs are also manually reviewed to ensure accuracy and to capture any nuances or errors that may have been overlooked.

The purpose of these interviews is to gain a deeper understanding of a specific case and how different stakeholders in the project experience and manage the tenant customization process. Analysis of the responses allows for the identification of success factors, challenges, and areas for improvement, thereby strengthening the study and contributing to a more nuanced discussion on project management within tenant customizations.

2.2.2 Survey

In this study, a quantitative survey was conducted as a complement to the qualitative interviews and literature review. The survey will be distributed to as many respondents as possible, including both individuals who work in office environments and those who do not, in order to gather a broader and more representative understanding of current and future office trends. The purpose of the survey is to collect data that can contribute to answering the research question regarding the office trends of the future, providing an overarching understanding of how these trends are perceived by a larger group of individuals.

A quantitative survey serves as a valuable complement to the qualitative interviews for this study, as it allows for the collection of numerical data that can facilitate the generalization and validation of the insights collected from the interviews. While the semi-structured interviews focus on providing in-depth and nuanced insights from a smaller number of individuals, the survey enables us to reach a larger and more diverse group of respondents (Gürbüz, 2017). This allows the survey to provide a broader picture of current perceptions, behaviours, and trends regarding office environments, thus strengthening the validity of the results obtained through qualitative methods.

The survey will also serve as a comparison to existing data and previous surveys conducted by other companies and organizations in the field. Since similar surveys have already been conducted by other entities, the purpose of the survey is to validate their findings and explore whether any changes have occurred in recent times regarding perceptions and expectations of office environments. By comparing the results with

prior studies, shifts in trends can be identified and determine if new factors have emerged that impact the design of future office spaces.

The primary comparison was made with a survey developed by Castellum, a leading actor in the real estate industry and a frontrunner in workplace design and adaptation. Given the quality and recognition of Castellum's survey, it served as the main reference point for benchmarking the results. This allowed for a focused analysis of similarities and differences in perceptions related to work environment, satisfaction, and adaptation, thereby contributing to the validity and relevance of the findings.

In summary, the survey will provide a quantitative dimension to the study, allowing us to generalize the insights obtained through the qualitative interviews. It serves as an important complement, offering a broader perspective on the office trends discussed in the research.

2.3 Use of AI

AI has been used as a support tool to increase efficiency in certain parts of the research process, without influencing the critical analysis or the final conclusions. Its primary functions have been to transcribe interviews and assist in identifying recurring themes within the collected material. This contributed to time savings and facilitated a more structured organization of information; however, all interpretations and analyses were conducted independently.

AI has also been utilized to enhance language and clarity in the text, including grammar checks and suggestions for phrasing. Nonetheless, all content, reasoning, and conclusions have been developed through independent academic work. AI has served solely as a tool and has not replaced critical thinking or analytical judgment. Care has been taken to ensure that AI did not influence the analysis, but rather supported a more efficient and structured workflow.

3. Theory

The following section presents previous research relevant to the study's subject area, focusing on the development of the office and the different stakeholders in tenant customizations. Lastly, different project management theories relevant to the research question will be reviewed. The purpose of this section is to establish a theoretical foundation by summarizing and analyzing existing research while identifying knowledge gaps that this study aims to address. Furthermore, key concepts within the office sector and tenant customizations are defined and explained to create a shared understanding and ensure clarity in the analysis of the study's results.

3.1 About Offices

The office has undergone a significant transformation, evolving from traditional workplaces with fixed structures to more flexible and digitally adapted environments. This section explores the role of the office throughout history, its current state, and the changes accelerated by the Covid-19 pandemic. The section concludes with theories and speculations about the future of the office and how hybrid work, new technology, and changing work habits may shape the workplace moving forward.

To provide a comprehensive understanding of the office's evolution, several themes are addressed. First, a historical overview of the office is presented, describing its development from the earliest administrative environments to today's modern workplaces. This is followed by an exploration of the effects of the Covid-19 pandemic on office work, particularly in relation to remote work and changing workplace demands. Furthermore, an overview of current office environments is presented, focusing on digitalization, flexibility, and work culture. Lastly, the future of the office is explored, highlighting trends and potential developments, with a particular emphasis on hybrid work, and sustainable work environments.

By examining these aspects, this section aims to provide a comprehensive view of the office's evolution and its future direction in a time of rapid change.

3.1.1 History of the Office

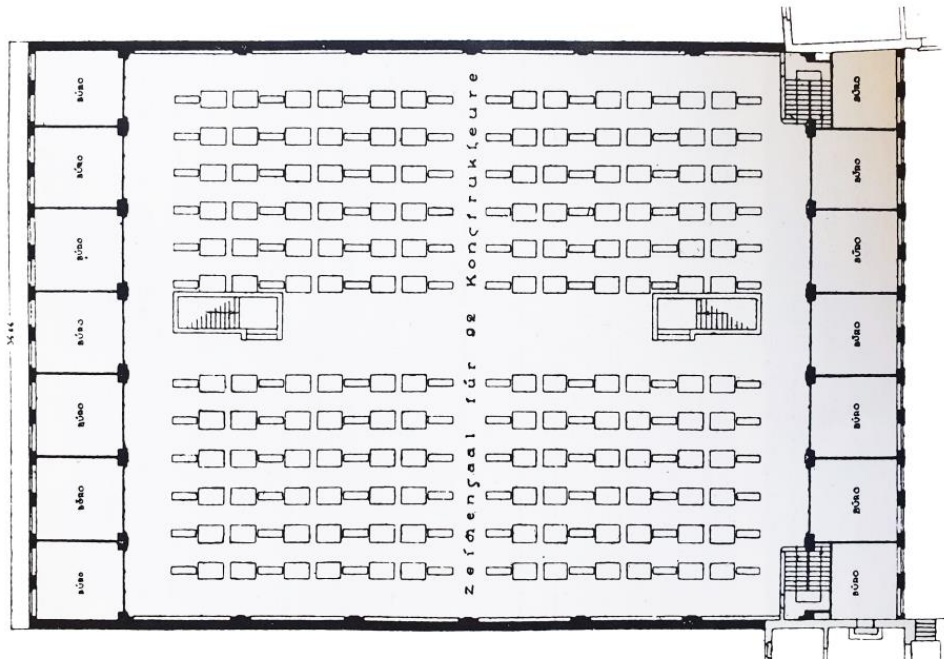
The Romans laid the foundation for many aspects of history, including the emergence of the office. It is said that the Romans were highly organized, as they conquered other countries and sought to integrate them into their empire (Coor, 2025). Their extensive administration required a large number of scribes working together in the offices of state institutions. These places became hubs for administrative work, where documents were written, recorded, and archived to manage the affairs of the empire. It is no coincidence that the Latin word *officium*, meaning position or duty, has persisted and given rise to the modern English word office. This linguistic heritage reflects how the office has been a central part of governance and organization throughout history (Coor, 2025).

It was in the United Kingdom that the first buildings specifically designed for office work were built (Coor, 2025). Employees were placed efficiently close to one another at small desks. Oriel Chambers, the world's first office skyscraper, was also built in the United Kingdom in 1864. What made this building unique was its extensive use of glass in the facade, allowing in abundant natural light, which was revolutionary at the time.



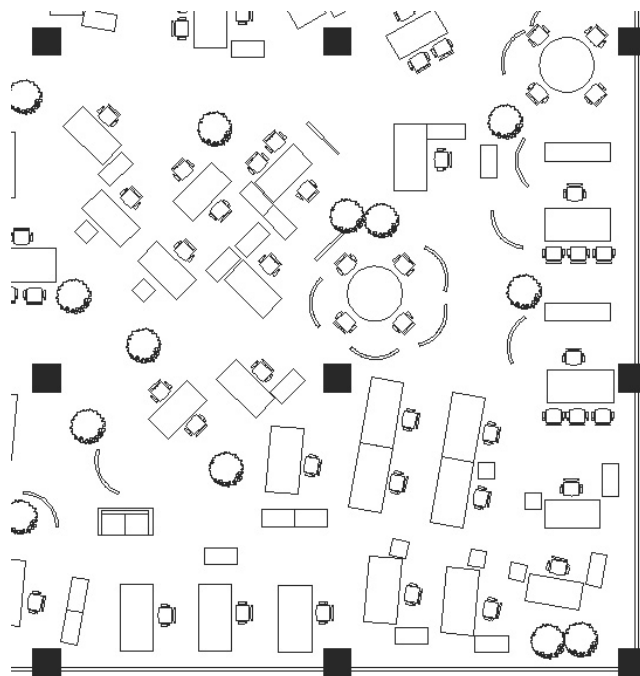
Picture 2: Oriel Chambers- the world's first office skyscraper (Coor, 2025).

Throughout the 20th century, offices underwent several transformations as industrialization, technological advancements, and new work methods influenced office environments (Blomberg & Kjellman, 2011). At the beginning of the century, office spaces were dominated by large open-plan offices for lower graded white-collar workers, where rows of desks filled vast rooms. This was a result of applying Tayloristic principles also on the office work, a scientific approach to work organization aimed at maximizing efficiency through standardized tasks.



Picture 3: Typical floor plan for open-plan offices (Fritz, 1982)

In the 1950s, Bürolandschaft, a German office design philosophy, was introduced, emphasizing open layouts and flexibility (Berry, 2018). This was an attempt to break away from rigid, hierarchical office structures and encourage communication between employees. The 1960s and 1970s saw further development, with increasing use of technology such as typewriters, telephone switchboards, and later computers, which transformed office work and enabled more efficient information management.



Picture 4: Bürolandschaft, office landscape plan (Berry, 2018).

During the 1980s and 1990s, digitalization accelerated, and personal computers became an integral part of the office environment (Hufvudstaden, n.d.). This development led to new office concepts, such as the activity-based office, where employees no longer

had fixed desks but chose their workspace based on the task at hand. At the same time, globalization increased, prompting companies to establish themselves in different parts of the world and adopt digital communication tools to collaborate across borders.

In the 2000s, flexible work models became increasingly common (Kraus, Bouncken, Görmar, González-Serrano, & Calabuig, 2022). Remote work and coworking spaces grew in popularity, particularly in technology- and knowledge-intensive industries. Companies also began adapting their office environments to enhance well-being and productivity, leading to a greater focus on ergonomic solutions, open meeting areas, and hybrid offices (Kuhlins, 2021).

Over the past 20 years, office development has been characterized by a strong shift toward more flexible and adaptable work environments (Toivanen, *Framtidens Arbetsplatser: Att Utveckla Hållbara och Friska Kontor*, 2015). Traditional fixed workstations have, in many organizations, been replaced or supplemented by activity based offices, where employees choose their workspace based on the nature of the task. Technological advancements such as faster internet, laptops, smartphones, and advanced collaboration tools have enabled more mobile and remote forms of work (IWG, 2019). At the same time, open plan offices have become common to encourage communication and collaboration, although criticism regarding noise levels and lack of privacy has led to adjustments and more diverse office zones. Increased attention has been given to workplace well-being, with ergonomic solutions and the incorporation of green and social areas aimed at improving comfort and productivity. These changes have contributed to a broader view of the office as a space for meetings, creativity, and collaboration, rather than solely a location for individual task execution.

3.1.2 The Impact on Offices from the Covid-19 Pandemic

On March 11, 2020, the World Health Organization (WHO) classified Covid-19 as a pandemic, fundamentally changing society and particularly the workplace and office environments (World Health Organization, 2020). To reduce physical contact, remote work became the new norm. Even before the pandemic, some industries had begun implementing remote work to a certain extent, but now it became necessary to work entirely from home. The rapid transition forced companies that had previously deemed remote work impossible to adapt and many discovered that it was actually feasible. At the same time, companies that had already embraced remote work realized it could be implemented on an even larger scale. During the shift to working from home, the focus was on employee productivity, health, and well-being, as these factors were crucial to maintaining the same level of performance as before the pandemic.

The report "Working from home during the COVID-19 pandemic: Impact on office worker productivity and work experience" (Awada, Lucas, Becerik-Gerber, & Roll, 2021) shows that overall productivity remained unchanged after the transition to remote work. However, the time spent at the workstation increased by 1.5 hours per workday when working from home.

On the other hand, the report "Effekterna av distansarbete på individers och företags produktivitet" (Grafström, Samuelsson, & Simola, 2024) declined for many employees working from home during the COVID-19 pandemic. Studies from countries like Japan, China, and India reported significant drops in performance, especially in roles requiring collaboration, supervision, or physical presence. Poor home working conditions, social isolation, family responsibilities, and technical limitations all

contributed to reduced effectiveness. On an organizational level, weakened teamwork, decreased creativity, and challenges in maintaining company culture further undermined overall productivity.

During this period, it became increasingly important for companies to integrate digital communication tools such as Teams and Zoom (Kordova & Hirschsprung, 2023). These platforms played a crucial role in ensuring that employees could maintain the same level of communication as before the pandemic.

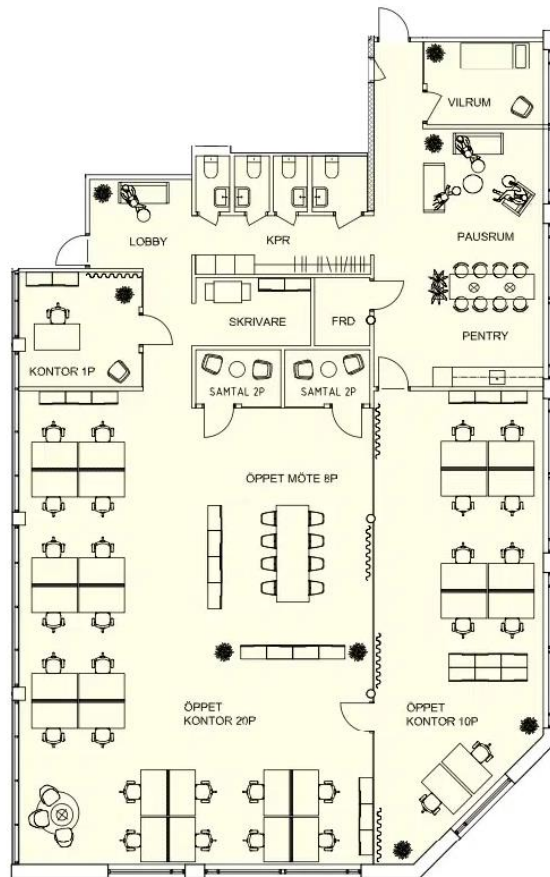
The article "Surviving COVID-19: The Neuroscience of Smart Working and Distance Learning" (Riva, Wiederhold, & Mantovani, 2011) highlights how remote work affects the brain's cognitive processes. When participating in video conferences, the same brain cells and neurons are not activated as in physical meetings. The brain often associates memories with specific locations, which facilitates learning and recall. In remote work, the absence of this connection can create a sense of "placelessness," which, in turn, can affect professional identity and increase the risk of burnout.

Beyond the importance of physical space, the brain has a strong need to interpret non-verbal cues. Communication is more than just words, and many of these signals are lost in video meetings. For example, eye contact stimulates the brain differently in digital meetings compared to face-to-face interactions, which can weaken group dynamics and a sense of belonging. Additionally, creativity and innovation rely heavily on social interaction. When these natural stimuli decrease in video meetings, it can lead to a decline in creative ability.

3.1.3 The Office Today

Digitalization and changing work habits have made the office no longer the obvious place for work, instead, a development toward hybrid offices, activity-based workplaces, and technology-integrated environments has emerged to support a more mobile and adaptable way of working (Toivanen, *Framtidens Arbetsplatser: Att Utveckla Hållbara och Friska Kontor*, 2015).

A central aspect of this development is boundaryless work, where the physical and temporal boundaries of work have become increasingly blurred (Aronsson, 2018). Employees can now work when and where they want, which provides increased freedom but also new challenges in balancing work and spare time. In the report "Ett annat kontorsliv" by Christina Bodin Danielsson (2024), the author highlights that the function of the office has changed, from being a fixed workplace for individual tasks, it has become a meeting place for collaboration, creativity, and social interaction.



Picture 5: A typical modern office (Technopolis, u.d.)

Hybrid work has become the standard for many organizations, with a significant portion of work now taking place outside the office (Danielsson, 2024). According to the report, 40% of both private and public organizations now conduct more than 60% of their work remotely according to their study in 2023. Despite this, a majority of employers have implemented attendance policies requiring at least half of the workweek to be spent in the office. The challenge, as mentioned in the report, lies in getting employees to adhere to these guidelines, as many feel more effective working from home and value the increased flexibility.

Many organizations have downsized their traditional offices and restructured them to include movable partitions and shared spaces designed to support various work activities (Danielsson, 2024). However, research shows that employees are often less mobile between zones than anticipated, which may reduce the effectiveness of the concept. At the same time, studies indicate that when employees do move around more, it tends to boost their well-being in activity based environments.

Castellum also reports on the growing number of activity-based offices in its future outlook "Framtidens arbetsliv – en årlig rapport om kontorstrender 2024" (Castellum AB, 2024). The proportion of people preferring activity-based offices has doubled since their survey in 2023. Although their report from 2025 indicates a slight decrease in activity-based offices from 2024. The report from 2025 showcases a growing trend towards the preference of a private office where they can work unbothered by others.

This shift in office preferences aligns with several key insights from Castellum's 2025 report, which highlights the evolving role of the workplace (Castellum AB, 2025). A well-designed office environment remains crucial for attracting employees, yet many workplaces still lack proper spaces for focused work and phone calls. At the same time, the emphasis on health and well-being continues to grow, with more employees feeling that their office supports both mental and physical health, especially in workplaces that encourage movement and active lifestyles.

Young professionals are particularly invested in office quality and location, often viewing the workplace as a social hub even beyond working hours (Castellum AB, 2025). However, opinions on flexibility remain divided; while support for mandatory office attendance has increased, most employees still see remote work options as a key factor when choosing an employer. Managers, in particular, stand out in their views on office environments and flexibility, with senior leaders often having perspectives that differ significantly from those of their employees.

Together, these findings paint a picture of an evolving workplace dynamic, one where flexibility and social interaction remain highly valued, but where the demand for personal workspace and quiet environments is steadily rising (Castellum AB, 2025).

3.1.4 The Future Office

The Covid-19 pandemic demonstrated that remote work could be implemented without significant complications (Umishio, et al., 2021). The remaining question is whether it is a sustainable long-term solution and which working method is most beneficial. The rapid shift during the pandemic has had a significant impact on how we view workplaces. While remote work has shown many advantages, the need for physical meetings and collaboration in the office has become increasingly apparent. The office has, therefore, evolved more into a social meeting place designed for interaction and knowledge exchange.

To meet the changing needs of employees, organizations must have a flexible approach to office spaces (Umishio, et al., 2021). Offices should be able to adapt quickly to facilitate collaboration and support dynamic teams. At the same time, the design of the workplace plays a crucial role in conveying the company's values and culture, something that has become increasingly important in recent years. For many companies, the office has also become a central factor in motivating and engaging employees.

In January 2025, U.S. President Donald Trump made a rule called Return to In-Person Work, which requires all federal employees to work in the office full-time as part of a plan to reduce and simplify the public sector (Satter, 2025). Supporters think remote work reduces responsibility and efficiency, while critics worry it will cause skilled workers to leave for private sector jobs, where hybrid work is still common. The decision has faced legal challenges, with unions like the American Federation of Government Employees (AFGE) opposing it, saying it will make it harder to hire people and reduce workplace flexibility. Many federal workers also have contracts that allow remote work, making it hard to enforce the new rule (Hsu, 2025).

A clear trend is an increased office density, where companies often have more employees than available workstations (Waldrep, Fritz, & Glass, 2024). To manage this, many organizations implement a hybrid model where remote work is combined

with physical presence a few days a week. This strategy allows for cost optimization while maintaining a flexible and productive work environment. Research shows that demand for office space has decreased after COVID-19. At the same time, other studies indicate that office space per employee is also shrinking, further impacting the design of future workplaces (Miller, 2014).

A central focus in research on the future of work is the increasing significance of globalization. Globalization creates an ever-growing interdependence between countries and individuals, which in turn affects the labor market in various ways. The driving force behind this development is rapid technological progress, which enables a more mobile and borderless workforce, as well as new flexible and network-based work processes.

To meet these changes, companies are continuously restructuring their operations and adapting to a dynamic global economy (Toivanen, Framitdens arbetsplatser: att utveckla hållbara och friska kontor, 2015). Companies are increasingly moving toward an individualized and situation-adapted structure, where employees are expected to take greater responsibility for their work. At the same time, this development requires leadership based on trust and clear goals, rather than traditional control and supervision.

According to the report *The Office of the Future: Virtual, Portable, and Global* (Grubert, Ofek, Pahud, & Kristensson, 2018), future offices may use virtual reality (VR) to create a digital work environment. With VR, employees can work in customized virtual environments tailored to their needs and preferences. Regardless of location, employees can use a VR headset and a desk to block out the physical world and its distractions. This could revolutionize remote work by allowing colleagues to meet in a shared digital workspace. In this way, they can enjoy the benefits of physical meetings, such as collaboration and spontaneous discussions, while still working from home.

3.2 Tenant Customization of Office Spaces

Tenant customization of office spaces is a central part of the development of modern workplaces and involves tailoring office spaces to meet the specific needs and preferences of tenants (Dahlström, 2025). The customization can include everything from floor plans and interior design to technical installations and sustainability measures, with the goal of creating a work environment that promotes productivity, comfort and flexibility. As hybrid work and digitalization change how we work, new demands are placed on office design, making tenant customization an increasingly important process. This part of the work explores what tenant customization means, the factors that influence the process, and how stakeholders such as property owners, tenants, and project managers can collaborate to create functional and sustainable office environments.

3.2.1 The Meaning of Tenant Customization

Tenant customization is a process where a space is adapted to better meet the specific needs and requirements of a business (Dahlström, 2025). The customization can range from minor adjustments, such as changes in colour schemes and lighting, to more extensive renovations where the layout is altered or the space is converted to a completely new function, for example, from office to restaurant or store. The purpose of tenant customization is to optimize the functionality of the space and create a more

efficient work environment, which often occurs before moving into new premises or when an existing business develops new needs.

From an economic and sustainability perspective, customizing existing spaces within a building is often preferred over demolishing and building new properties, as it reduces material consumption and construction costs while contributing to more sustainable property development (Platzer AB, 2025). Well-planned customizations that increase the space's flexibility can also add value for both the property owner and future tenants by improving the long-term usability and attractiveness of the space.

3.2.2 Parties Involved in Tenant Customization

This section aims to highlight the relationship between the various stakeholders involved in a tenant customization process. The goal is to clarify the roles, interests, and needs of the different parties and how their interactions influence the process. Tenant customizations often involve a complex dynamic where several actors, such as the tenant, property owner, and construction contractor, have different objectives but are simultaneously interdependent through agreements and collaboration structures.

Since all involved parties are companies with their own business goals and financial interests, a situation arises where each actor strives to maximize their own benefit, while the overall success of the project requires cooperation and compromise (Dahlström, 2025). Factors such as budget, timelines, technical solutions, and regulations must be balanced to ensure a successful outcome. This makes tenant customization a strategically important process where effective communication and clear agreements are crucial to avoid conflicts and ensure that all parties achieve their goals.

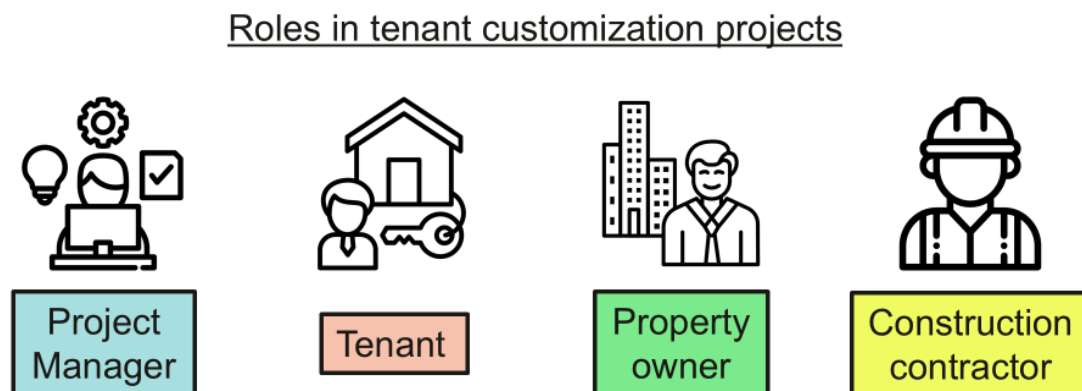


Figure 1: Stakeholders in tenant customization project

3.2.3 The Tenant

The tenant plays a key role in the tenant customization process, as the customization is based on their specific needs and requirements (Sustend, n.d.). As the party that will use the premises, it is the tenant who defines how the office should be designed to best support the business. This means that the tenant must identify and communicate their needs regarding layout, functionality, technical solutions, and the work environment.

An important part of the tenant's role is to collaborate with the property owner and other involved parties, such as architects, contractors, and technical consultants (Sustend, n.d.). Clear communication and well-formulated requirements specifications are crucial

to ensure that the customization meets both the current needs of the business and its future growth. The tenant must also consider factors such as budget, timelines, and long-term sustainability, as well as ensure compliance with workplace safety regulations and legislation.

In addition to being the party setting the requirements, the tenant also has a responsibility in decision-making throughout the project's progression. This can include selecting materials, technical installations, and interior solutions. Furthermore, the tenant must be prepared to handle any changes or compromises that may arise due to the property's technical constraints or financial limitations.

In summary, the tenant is the party that initiates and drives the tenant customization process by defining their needs and collaborating with other stakeholders (Dahlström, 2025). An active and well-prepared tenant increases the likelihood of a smooth process and a final result that contributes to an efficient and pleasant work environment.

3.2.4 The Project Manager

When undertaking a tenant customization, an external project manager can be brought in to manage the process. This person provides expert guidance on lease agreements, negotiations, and project coordination (Dahlström, 2025). With a solid understanding of the market and experience from similar projects, they help tenants navigate the complexities of adapting a space to their needs.

The project manager acts as a link between the tenant, the contractor, and the property owner. Since they are fluent in technical and industry specific language, they ensure clear communication between all parties. This is particularly helpful when the tenant lacks experience in construction terms or leasing procedures.

The project manager also plays a key role in discussions with property owners and contractors, helping clarify expectations and making sure the customization aligns with the tenant's goals. Their involvement streamlines communication, anticipates potential challenges, and supports the project throughout.

By hiring a project manager, tenants gain structure and oversight, allowing them to stay focused on daily operations while the space is being customized.

3.2.5 The Property Owner

The property owner plays a crucial role in tenant customization, as they own the property and are responsible for ensuring that the premises meet both the tenant's needs and the property's long-term value (Dahlström, 2025). The property owner acts as a negotiator and project manager, ensuring that the customization takes place within the property's technical and financial frameworks while complying with applicable laws and regulations.

One of the property owner's primary tasks is to balance the tenant's desires with the property's conditions and long-term strategies. This means evaluating whether proposed changes are feasible, both technically and financially, and ensuring that the customization does not negatively impact the building's future potential uses. The property owner must also consider the other tenants in the building and ensure that the work is carried out with minimal disruption.

Furthermore, the property owner is responsible for ensuring that the project is implemented in accordance with relevant legislation and technical requirements, such as fire safety, ventilation, accessibility, and energy efficiency. In many cases, the property owner coordinates various contractors and consultants to ensure that the customization is carried out effectively.

Finally, the property owner has a financial interest in making sure the customization is profitable in both the short and long term. This means that the investment in customization should help attract and retain tenants, while also ensuring a stable and value-enhancing property. By maintaining clear communication with the tenant and employing structured project management, the property owner can create a solution that benefits both parties and contributes to a sustainable and attractive office environment.

3.2.6 The Construction Contractor

The construction contractor plays an important role in tenant customization, as they are the ones who carry out the physical changes to the premises based on the tenant's and property owner's requirements (Rahman, Endut, Faisal, & Paydar, 2014). The contractor is responsible for ensuring that the customization is completed according to the project's timeline, budget, and quality standards, while also ensuring the work complies with applicable building codes and safety regulations.

One of the contractor's primary tasks is to transform drawings and specifications into a finished working environment (Rahman, Endut, Faisal, & Paydar, 2014). This involves coordinating different trades, such as carpenters, electricians, HVAC installers, and painters, to ensure that all parts of the project are carried out efficiently and correctly. The contractor must also manage the logistics of material deliveries, waste disposal, and workplace safety on the construction site.

Throughout the project, the contractor needs to maintain close communication with both the property owner and the tenant to resolve any challenges that may arise, such as technical limitations in the building or changes in the scope of the project (Dahlström, 2025). Flexibility and problem-solving are crucial traits, as unforeseen obstacles can often arise during a renovation.

The contractor is also responsible for ensuring that the customization meets high quality standards and that the finished space fulfills both the tenant's expectations and regulatory requirements (Dahlström, 2025). A well-executed tenant customization contributes to a smooth handover and a functional working environment, which, in turn, enhances the contractor's reputation and future business opportunities.

3.2.7 Contractual Structures between Stakeholders

When carrying out a tenant customization, it is crucial that the tenant together with their hired consultant, who acts as the project manager ensures that all important requirements are clearly stated in the agreement with the property owner (Dahlström, 2025). This is necessary for the tenant to receive the desired modifications. At the same time, the property owner must make sure these same requirements are reflected in their separate agreement with the contractor, to avoid misunderstandings later in the process.

When the contractor eventually submits a cost estimate, it is essential that it accurately reflects the terms previously agreed upon. Often, the tenant and their consultant prepare the initial agreement early in the process to obtain this estimate. However, at this stage,

the design and scope are often not fully developed, which can result in vague or ambiguous wording that leaves room for interpretation.

It is important to understand that the property owner holds two separate contracts one with the tenant and one with the contractor. These contracts must align to ensure that the property owner does not end up in a difficult position. If the agreements differ, it can cause delays, disputes, or increased costs, affecting both the progress of the customization and the financial outcome for the property owner.

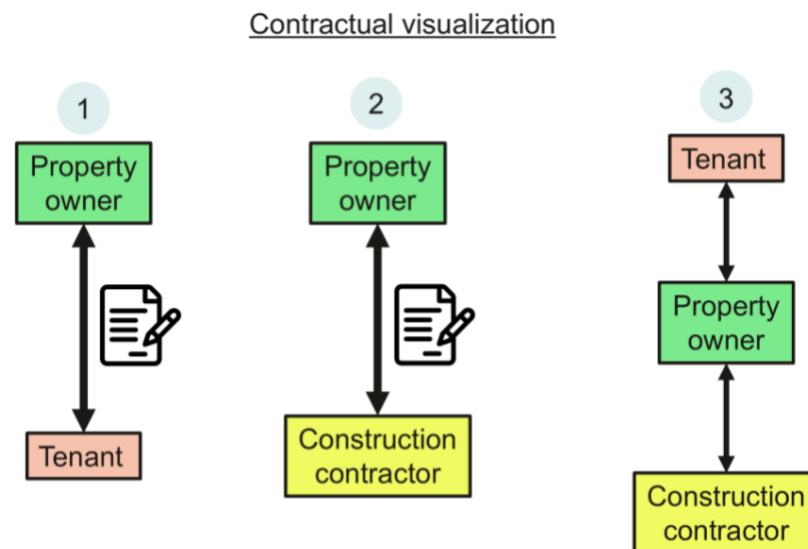


Figure 2: Contracts between stakeholders

3.3 Project Management

The following section presents key concepts in project management that are particularly relevant to tenant customization projects. It outlines traditional and agile project management approaches, as well as hybrid models that combine elements of both. Core themes such as stakeholder management, communication and decision-making processes, flexibility, sustainability, and risk assessment are explored to provide a comprehensive understanding of how project management supports successful outcomes in complex and evolving office environments.

Project management is the structured application of knowledge, skills, tools, and techniques to project activities in order to meet specific objectives within defined constraints (Project Management Institute). It is a discipline that ensures projects are executed efficiently, aligning with strategic goals while balancing competing demands. Effective project management provides a framework for organizing resources, managing risks, and delivering outcomes that meet stakeholder expectations.

Project management plays a crucial role in ensuring the successful execution of tenant customizations (Atkinson, 1999). At its core, project management is built upon three fundamental pillars: scope, cost, and time - often referred to as the Iron Triangle. These three constraints define the project's boundaries and must be carefully managed to achieve the intended objectives.

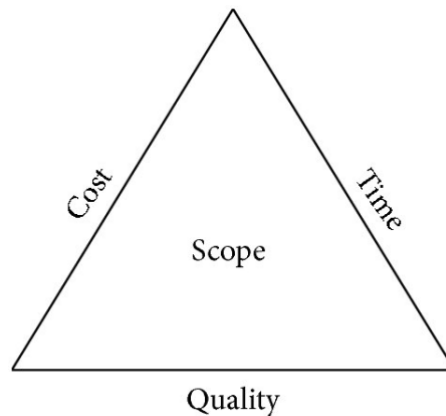


Figure 3: The iron triangle (Atkinson, 1999)

The scope represents the work required to deliver the project's outcomes, including design, construction, and tenant-specific customizations. Cost refers to the financial resources allocated to the project, encompassing materials, labour, and operational expenses. Time pertains to the project schedule, ensuring that key milestones and deadlines are met. In traditional project management, balancing these three elements is essential, any change in one factor automatically impacts the others. For instance, expanding the project scope may require additional funding or extended timelines.

3.3.1 Traditional Project Management

Traditional project management in real estate development is characterized by a structured and disciplined methodology, focusing on detailed planning and linear monitoring. The method is based on a logical sequencing of activities and assumes that projects are relatively predictable with clearly defined goals. This approach is particularly suitable in stable environments where changes are rare, providing a secure and controlled project process.

A key aspect of traditional project management is its focus on optimizing resources and efficiency through meticulous planning and linear monitoring (Lalic, Lalic, Delic, Gracanin, & Stefanovic, 2022). This approach is especially valuable in projects with strict budget and time constraints, and where similar projects have been executed previously. Clear roles and responsibilities within the project team contribute to increased accountability and control, which are crucial in complex real estate development projects.

Despite its advantages, traditional project management has limitations, particularly in dynamic environments where innovation and uncertainty are prominent. The rigid structure can make it difficult to adapt to changing requirements and unexpected events. Additionally, limited tenant interaction can lead to a final product that doesn't fully meet tenant expectations. In projects with high complexity or innovation, traditional project management can lead to inefficiency and costly revisions.

In summary, traditional project management provides a reliable foundation for real estate development projects, particularly in stable environments with clear goals (Lalic, Lalic, Delic, Gracanin, & Stefanovic, 2022). However, as the industry becomes increasingly complex and the demand for flexibility grows, interest in agile and hybrid

methods is increasing. These methods can complement traditional project management and contribute to increased efficiency and adaptability in modern real estate projects.

3.3.2 Agile Project management and Hybrid Models

Agile project management in real estate development aims to efficiently handle complex projects where requirements may change throughout the process (Klotschke, Wagner, & Pfnür, 2022). Originally derived from software development, agile project management focuses on making project execution simpler, more flexible, and iterative, ultimately leading to better outcomes. In the context of real estate development, this involves implementing adaptable planning methods that can respond to changes, enable rapid feedback, maintain a flexible project scope, ensure continuous improvement, and foster high levels of collaboration and engagement among project members.

The report "Potentials and Challenges of Agile Project Management in Real Estate Development" highlights several core elements of agile project management within this field (Klotschke, Wagner, & Pfnür, 2022). Successful project execution in office customizations relies on a customer-centered and flexible approach. By continuously involving tenants as key stakeholders in the process, their needs and requirements can be effectively integrated. An iterative and incremental approach allows for ongoing project adjustments, where smaller deliveries and frequent feedback loops contribute to a more dynamic and demand-driven development.

To establish an agile and efficient project environment, employee empowerment plays a crucial role. Granting teams the authority to make decisions fosters self-organization and accountability, enhancing problem-solving capabilities. Moreover, flatter hierarchies facilitate faster communication and reduce bureaucratic obstacles.

Finally, collaboration and transparency are essential for optimizing project execution (Klotschke, Wagner, & Pfnür, 2022). Open communication between property owners, tenants, and project managers reduces the reliance on formal agreements and promotes a shared understanding of project goals. This holistic approach enables smoother adaptations and contributes to the creation of a more sustainable and functional workspace.

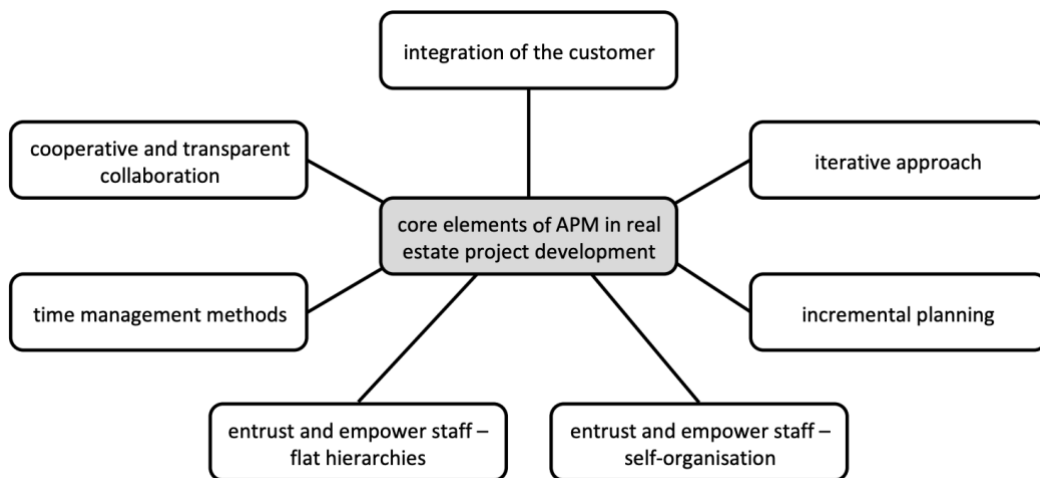


Figure 4: Core elements of agile project management (Klotschke, Wagner, & Pfnür, 2022).

Hybrid models that integrate agile values and principles into conventional project management standards and processes are expected to become increasingly important in real estate development (Klotschke, Wagner, & Pfnür, 2022). The need to adapt Agile Project Management (APM) for broader application within the industry is emphasized, as existing APM approaches from software development cannot be directly transferred to real estate project management. This is due to the complexity of physical products, interdisciplinary teams with diverse interests, and long planning and construction phases. As a result, hybrid models are suggested as a more feasible approach. Furthermore, the adaptation and integration of promising APM principles and methods into existing project management practices in real estate development could help reduce doubts and implementation challenges among stakeholders. This indicates that hybrid solutions may be key to successfully applying agile methods in the real estate sector.

3.3.3 Stakeholder Management

Effective stakeholder management is a critical component of project success, particularly in office tenant customizations where multiple actors, including tenants, property owners, project managers, and contractors, must collaborate to achieve a common goal (Project Management Institute, 2017). According to the PMBOK Guide, Project Stakeholder Management involves identifying stakeholders, planning stakeholder engagement, managing stakeholder expectations, and monitoring stakeholder involvement throughout the project lifecycle.

In this study, it may be valuable to examine a specific case within stakeholder management to provide a concrete example (Marion & Richardson, 2022). For this purpose, the case in question involves the relocation of an office. The initial identification of relevant stakeholders includes employees of the company, property owners of both the old and new locations, and existing tenants in the building. However, upon deeper reflection, the analysis can be made even more complex by considering additional affected stakeholders. These may include employees' family members, local businesses such as nearby restaurants, and other indirectly impacted parties. In practice, challenges in stakeholder management often do not arise from the stakeholders that the project team accounts for but rather from those they fail to consider.

3.3.3.1 Identification and Analysis of Stakeholders

The first step in stakeholder management is identifying and analyzing all individuals, groups, or organizations that could impact or be impacted by the project (Project Management Institute, 2017). This includes mapping their level of influence, interest, and potential impact on project outcomes. The stakeholder register, a key output of this phase, categorizes stakeholders based on attributes such as power, legitimacy, and urgency.

To facilitate stakeholder analysis, several models can be applied. One widely used approach is the power/interest matrix, which helps categorize stakeholders based on their level of interest in the project and their ability to influence outcomes (Olander & Landin, 2005). This model allows project managers to prioritize engagement efforts by identifying key stakeholders who require active management. Additionally, Bonke and Winch's stakeholder mapping technique can be employed to differentiate between

advocates and opponents of the project, helping project teams develop tailored engagement strategies (Olander & Landin, 2005).

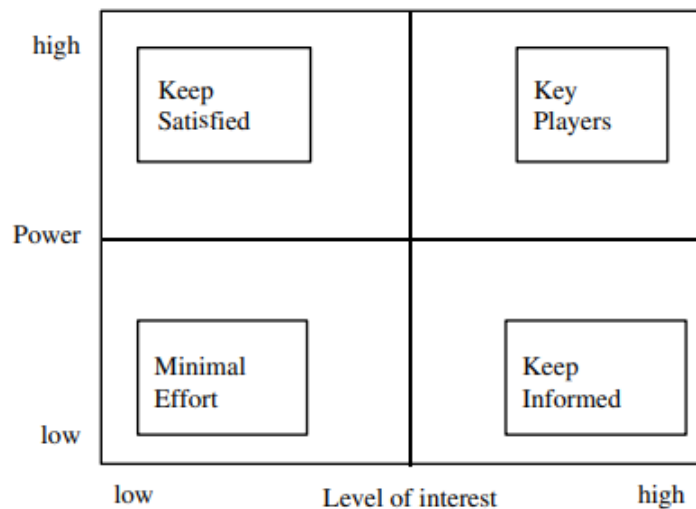


Figure 5: Stakeholder mapping, the power/interest matrix (Olander & Landin, 2005).

Stakeholder identification and analysis should not be a one-time exercise. Instead, it must be an iterative process throughout the project lifecycle. As the project evolves, stakeholder influence and interest levels may shift, necessitating regular updates to stakeholder assessments. Olander and Landin (2005) emphasize the importance of re-evaluating stakeholder positioning before making significant project decisions to proactively manage potential risks and leverage stakeholder support.

3.3.3.2 Planning Stakeholder Engagement

Once stakeholders have been identified, a structured stakeholder engagement plan is developed (Project Management Institute, 2017). This plan outlines strategies to effectively communicate with stakeholders, ensuring their expectations and concerns are addressed. The engagement plan should be adaptable, recognizing that stakeholder needs may evolve as the project progresses.

For tenant customization projects, this means establishing clear communication channels between tenants, property owners, and project managers. Communication plans should define frequency, format, and key messaging tailored to different stakeholder groups. Proactively involving stakeholders in planning workshops and decision-making meetings can foster collaboration and prevent misunderstandings.

Additionally, engagement efforts should include structured feedback mechanisms, such as stakeholder surveys or dedicated project forums, to ensure evolving concerns and requirements are systematically captured. Effective planning also requires defining escalation procedures to address conflicts or misalignments early in the process, preventing delays and disruptions.

3.3.3.3 Managing Stakeholder Engagement

Active management of stakeholder engagement requires continuous communication and collaboration. According to the PMBOK Guide, this involves:

- Engaging stakeholders at key project stages to obtain and maintain their commitment.

- Managing expectations through negotiation and communication.
- Addressing risks or concerns that stakeholders may raise.
- Resolving conflicts to ensure alignment between project objectives and stakeholder expectations (Project Management Institute, 2017).

In the context of office customization, managing stakeholder engagement means creating an inclusive process where tenants' needs for flexibility are balanced with property owners' long-term investment strategies. Regular meetings, surveys, and feedback loops can enhance collaboration and minimize resistance to changes.

3.3.3.4 Monitoring and Adjusting Stakeholder Strategies

Stakeholder engagement is an ongoing process that requires monitoring and adaptation (Project Management Institute, 2017). The effectiveness of engagement strategies should be continuously assessed, and adjustments should be made based on stakeholder feedback and project developments. The use of stakeholder engagement assessment matrices can help track changes in stakeholder influence and sentiment over time.

By applying a structured stakeholder management approach, project managers can ensure smoother collaboration, mitigate risks associated with misalignment, and enhance the overall success of tenant customization projects.

3.3.4 Communication and Decision-Making Processes in Customization Projects

Effective communication and decision-making are essential for successful office customization projects, particularly given the complex interactions between tenants, property owners, project managers, and contractors (Project Management Institute, 2017). Poor communication can lead to misunderstandings, project delays, and increased costs. According to (Turner, 2014), communication breakdowns are among the top reasons for project failure, making structured dialogue a critical success factor.

In communication management, expert judgment plays an important role, especially when critical decisions need to be made and communication is most demanding (Project Management Institute, 2017). It is essential that the right people are given the authority to make these decisions so that the project can move forward in a well-informed and effective way. Since many of these decisions will affect the tenant, it can be valuable to involve key individuals from the tenant's organization. Relevant areas of expertise may include organizational strategy, benefits management, technical industry knowledge, scheduling and budgeting and risk assessment.

3.3.4.1 Challenges in the Dialogue Between Property Owners and Tenants

One of the primary challenges in office customization projects is aligning the expectations of property owners and tenants (Bahrain, Sakrani, & Maidin, 2023). Property owners typically focus on long-term investment value, while tenants prioritize flexibility and functionality. This misalignment can result in prolonged negotiations and decision-making bottlenecks. Moreover, differences in technical knowledge and experience levels among stakeholders can create further communication barriers. Studies have shown that lack of early stakeholder involvement increases project risks, highlighting the need for proactive engagement strategies (Olander & Landin, 2005).

3.3.4.2 Strategies for Effective Communication and Decision-Making

To facilitate effective collaboration, project managers should establish clear communication protocols and decision-making frameworks early in the project. Strategies include:

- Stakeholder Alignment Meetings: Regular structured meetings help maintain transparency and ensure that all parties have a shared understanding of project goals and constraints.
- Decision-Making Matrices: Using tools like the RACI matrix (Responsible, Accountable, Consulted, Informed) can clarify roles and streamline decision-making processes (Project Management Institute, 2017).
- Digital Collaboration Platforms: Project management software and digital workspaces can enhance information flow and reduce response times (El Khatib, AlQurashi, AlHashemi, AlKetbi, & AlHarmoodi, 2023).

By implementing these strategies, project teams can minimize conflicts and create a more efficient customization process.

3.3.5 Flexibility and Sustainability in Office Customization

Designing flexible offices involves considering a range of work styles and practical needs (Babapour Chafi, Hultberg, & Bozic Yams, 2022). Rather than relying on a one-size-fits-all approach, office environments can benefit from offering a mix of open areas for collaboration, varied workstations for different activities and quiet spaces for focused tasks. Co-working zones, home offices, and satellite spaces can also contribute to flexibility by giving individuals more choice in where they work. Elements such as adaptable furniture and responsive technology further support this, making it easier to adjust the environment as needs evolve.

The offices of the future are shaped not only by the need for flexibility but also by an increasing awareness of sustainability (Babapour Chafi, Hultberg, & Bozic Yams, 2022). By integrating green technologies, reducing commuting through satellite offices, and optimizing office spaces with hybrid work, companies can create more environmentally friendly workplaces. At the same time, it is clear that these changes are primarily driven by economic and safety factors rather than purely sustainability concerns. For these initiatives to become truly sustainable in the long run, strategic and conscious planning is required. This applies not only to office spaces but also to work methods, where flexible project management plays a crucial role in helping companies adapt to an ever-changing work environment.

Flexible project management is a key component in creating long-term sustainable and flexible offices (Jalali Sohi, Bosch-Rekvelde, & Hertogh, 2020). By involving stakeholders in the right way, office design can be tailored to meet both current and future needs. Agile methods enable projects to adapt to changing requirements, ensuring that office solutions remain relevant. Self-governing project teams can streamline decision-making and reduce unnecessary administration, fostering a more dynamic and adaptable work environment. By giving teams greater independence, they can respond more quickly to changes and ensure that office spaces are optimized for different work styles.

Trust within project teams and among stakeholders is another crucial factor for successful flexible project management (Jalali Sohi, Bosch-Rekvelde, & Hertogh, 2020). A strong culture of trust promotes innovation, open communication, and a solution-oriented mindset, leading to more sustainable decisions. At the same time, a balance between trust and preparedness for unforeseen challenges is necessary, where structured yet flexible planning enables quick adjustments. When these principles are applied, companies can create office environments that are not only flexible upon implementation but can also evolve and adapt in line with the future of work.

3.3.6 Risk Assessment in Customization Projects

A common challenge in office adaptations is overlooking the lessons learned from home working environments. Many employees experienced issues such as limited workspace and social isolation, factors that influence their expectations of returning to the office. At the same time, if physical offices are poorly adapted, for example through inefficient implementation of activity based setups where transitions between spaces are unclear or impractical, this can also hinder productivity. To support employees effectively, office design must address both the shortcomings of remote work and the potential limitations of in-office environments.

An essential aspect of successful tenant customization is conducting a thorough needs assessment before making any changes to the office environment (Dahlström, 2025). Different organizations have varying operational requirements, work cultures, and future strategies, which means that each customization project must be adapted to the specific tenant. Without a clear understanding of a company's current workflows, growth plans, and employee preferences, there is a risk of implementing solutions that do not support long-term functionality or user satisfaction. A structured and early dialogue between the project manager, the tenant, and other stakeholders can ensure that the customization aligns with actual needs and avoids costly misalignments later in the project.

Large renovations to adapt to new work models can be costly and impractical (Babapour Chafi, Hultberg, & Bozic Yams, 2022). Another challenge is not adjusting office spaces to support new work styles, potentially missing opportunities to optimize the work environment. Additionally, the lack of infrastructure for remote work, such as reliable technology, can hinder productivity. Failing to adjust office layouts for health and safety or neglecting social aspects of work can negatively impact company culture and productivity. By addressing these challenges, companies can create sustainable work environments that support both physical and remote work, enhancing employee well-being and long-term productivity (Babapour Chafi, Hultberg, & Bozic Yams, 2022).

To minimize risks in office tenant adaptations, flexibility plays a crucial role in project management (Shahu, Pundir, & Ganapathy, 2013). In dynamic construction settings where uncertainty and change are common, traditional rigid project methods are not always effective. To handle these risks, plans should be flexible—able to adapt without major negative effects on time, cost, or quality. Flexibility in decisions, processes, and design has proven more successful than rigid approaches. Reassessing and adjusting goals throughout the project, instead of following a fixed plan, helps manage change and reduce risks, increasing the chance of success.

4. Results

This chapter presents the findings from the collected data, which consists of both qualitative and quantitative elements. The qualitative part is based on four interviews with key individuals involved in the same project: a property owner, a site manager, a project manager representing the tenant, and the tenant. The quantitative part consists of a survey designed to complement the qualitative data and provide a broader understanding of the topic.

The purpose of this chapter is to report the collected data without analysis or interpretation. A more in-depth analysis and discussion of the results will follow in the subsequent chapters.

4.1 Results from Interviews

To create a clear and comparable presentation of the interview respondents' perspectives, the results are organized thematically, with each theme highlighting key aspects of project management in tenant customization while considering future office trends.

The first theme focuses on collaboration between the involved parties. This section presents how the property owner, site manager, project manager representing the tenant, and the tenant themselves perceive cooperation throughout the project. It highlights the factors that facilitate collaboration, the challenges that have arisen, and how the different stakeholders view their respective roles and responsibilities within the project.

The second theme addresses communication between the different parties. Here the respondents' perceptions are presented of how the flow of information has functioned throughout the project and how the clarity of communication has influenced project execution. The perception of transparency and interaction in decision-making processes is also highlighted.

The third and final theme focuses on future office trends, long-term sustainability, and what the interviewees consider to be a successful tenant adaptation. This section presents the respondents' views on how office environments should evolve to meet future needs, which aspects of sustainability are prioritized, and what factors they believe determine a successful adaptation of office spaces. This theme connects to the overall purpose of the study and provides insight into how different stakeholders view future office design from both a practical and strategic perspective.

By structuring the results in this way, a clear and comparable presentation of the interview material is achieved, allowing for a deeper analysis and discussion in the following chapters.

4.1.1 Collaboration Between Stakeholders

The collaboration between the different stakeholders in the project had both successes and challenges. Overall, the cooperation is described as positive and successful in the end, despite some friction along the way.

The project manager, responsible for premises and interior design, describes a generally good collaboration with the tenant. They emphasize that challenges were overcome by

working together as a team. However, early interactions with the tenant were sometimes difficult due to delays caused by canceled meetings and unread protocols, which led to revisiting decisions.

In addition to their coordination role, the project manager facilitated discussions between the architecture firm and the tenant, helping them align expectations and communication styles. Despite these efforts, they felt that the two parties never fully connected during the process. They also admit to initially prioritizing the tenant relationship over internal communication with the overall project manager, which caused some internal misalignment.

"I had to mediate quite a lot in the beginning. Not in the sense that there was any conflict, but more to clarify, what does she mean? What do you mean? Helping them understand each other's language."

- Project manager

On the other hand, the collaboration with the construction contractor was described as excellent, with the contractor's personnel being accommodating and service-oriented. However, early challenges arose regarding the flow of information from the property owner, particularly concerning lighting specifications and cost-related matters.

The tenant describes the overall collaboration as positive, with a strong effort to maintain clear and consistent interactions. They highlight the project manager's ability to bridge knowledge gaps for stakeholders unfamiliar with similar projects, making communication more effective. Regular project meetings also contributed to smooth coordination, even though not all details were always entirely clear.

The collaboration with the property owner was perceived as flexible and functional, with the property owner demonstrating strong engagement and meeting the tenant's needs. Similarly, the relationship with the construction contractor was positive, as they were efficient and adaptable to last-minute adjustments. The tenant also underscores that the project manager's knowledge and expertise were crucial in ensuring the project's success.

The property owner did not experience any major collaboration issues but noted that staff changes within the project manager's team had an impact on continuity. They also pointed out that the tenant involved too many people in decision-making, which slowed the process, something even the project manager had remarked upon. The property owner believes that for a large tenant, bringing in external experts such as the project manager is necessary, and they assume it worked well overall. They emphasize the importance of clear project timelines and a structured decision-making process from the tenant's side to maintain efficiency.

The site manager from the construction contractor describes the collaboration during the construction phase as smooth, with the presence of the tenant and skilled project leaders from the project manager's team ensuring a well-managed process. They see the project manager's involvement as highly beneficial, as they bring experience in tenant adaptations, knowledge that the tenant might lack internally.

Additionally, the site manager stresses the importance of clear needs and decision-making from the tenant to keep production on track. Finally, they highlight that

competent personnel and open dialogue from all parties are key factors in a successful tenant adaptation.

In summary, the collaboration was characterized by professionalism, particularly from the project manager and the construction contractor. Initial challenges arose due to communication difficulties with the tenant and a disconnect between the architect and the tenant. The property owner noted inefficiencies in the tenant's decision-making process due to the high number of involved stakeholders. Ultimately, the project manager played a crucial role as an experienced project manager and mediator, helping to bridge gaps and ensure the project's success.

4.1.2 Communication and Transparency

The communication between the parties in the project is described as generally functioning well, though some challenges arose during the process. One key positive aspect mentioned by the tenant is the regular project group meetings, which were essential for facilitating communication and providing a comprehensive overview of the project. These meetings not only allowed for questions to be addressed but also helped clarify issues, even those outside the tenant's immediate responsibilities. The tenant emphasized that these sessions contributed significantly to a smoother flow of information throughout the project.

The project manager also highlights that communication with the construction contractor during the production phase was effective. The site managers from the construction contractor were described as professional and experienced, which played a key role in ensuring smooth cooperation. According to the site manager, the involvement of the project manager was highly beneficial, as their prior experience with tenant adaptations ensured they were well-prepared to handle the questions that arose. This expertise helped maintain an efficient and organized process, particularly as they were able to bridge any gaps in knowledge and expectations between the parties.

In addition to the positive interactions with the construction contractor, the tenant found the property owner to be flexible and accommodating in communication. The property owner was seen as responsive to the tenant's needs, demonstrating a strong level of engagement. The construction contractor also demonstrated a commendable ability to manage unexpected issues, offering quick solutions when challenges emerged. This flexibility was greatly appreciated by the tenant, who saw it as a key factor in keeping the project on track.

"During the production phase, we felt that the communication was good. They had a representative, and they had a project manager. The project manager is professional, she knows what's expected. She knows what questions will come up."

- Site manager

However, there were also notable challenges that arose during the project. The project manager recounts initial difficulties in obtaining information about lighting from the property owner, which hindered early planning efforts. During the first phase of the project, the project manager was not directly involved in discussions with the property owner, as this was handled by another colleague. This created some delays and contributed to a less efficient flow of information. The project manager also notes that communication with the tenant was initially challenging, particularly due to frequent last-minute cancellations of meetings and instances where documentation was not read

thoroughly. These issues led to the need to revisit decisions and caused some disruption in the project's progress.

Furthermore, the communication between the tenant and the architect was flagged as problematic. The project manager observed that the two parties had difficulty understanding each other's perspectives, which led to confusion and required additional efforts to clarify points of misunderstanding. Despite attempts to resolve these issues, the project manager believes that the tenant and the architect never fully aligned, which hindered the overall collaboration.

Another issue raised by the property owner was the involvement of too many people from the tenant side in decision-making early in the project. This led to delays and made it challenging to reach clear decisions. The project manager confirmed that this was a problem and mentioned that project leadership had to address this with the tenant in order to streamline communication and ensure more efficient decision-making going forward.

Lastly, the project manager pointed out that staff turnover within the project management team had an impact on communication. As staff members changed, some information was lost, and efforts had to be made to catch up and bring new team members up to speed. The property owner also noted that it took some time for a new team member to fully take over responsibilities, which contributed to additional delays in the process.

4.1.3 Different Perspectives of a Successful Tenant Customization

The different interviewees have similar but also somewhat differing views on what constitutes a successful tenant adaptation. According to the project manager for premises and interior design, a successful adaptation involves all parties collaborating effectively to deliver a high-quality final product. It is also emphasized that open dialogue between the property owner, tenant, and any third parties is crucial. Another important aspect is planning the IT infrastructure early on and investing time in building a good relationship with the property owner to establish common goals.

For the tenant, a successful tenant adaptation means creating a functional and aesthetically pleasing work environment that reflects the company's brand. The space should also be flexible to allow for future growth, and all parties should work together to meet the tenant's needs and requirements. Additionally, the final result should promote productivity, well-being, and creativity for employees.

The property owner views a successful tenant adaptation as one that is as "mainstream" as possible, meaning the space can easily be re-adapted for future tenants without significant changes. He also emphasizes the importance of achieving good financial results, particularly by keeping the base rent high, which in turn affects the property's value.

According to the site manager from the construction contractor, the key to a successful tenant adaptation is competent personnel on both sides and open communication among all parties. He argues that it is important for the construction contractor to be involved early to plan and deliver on time. He also highlights that the contractor should remain available even after the tenant has moved in to handle any adjustments and ensure customer satisfaction.

In summary, all perspectives align in that a successful tenant adaptation requires collaboration, clear communication, and all parties working together to meet the tenant's specific needs, while also considering financial and practical factors.

4.2 Result from Survey

In total, 111 responses were collected through the survey. Among the respondents, 57% identified as women and 43% as men. The respondents had the following age distribution presented below.

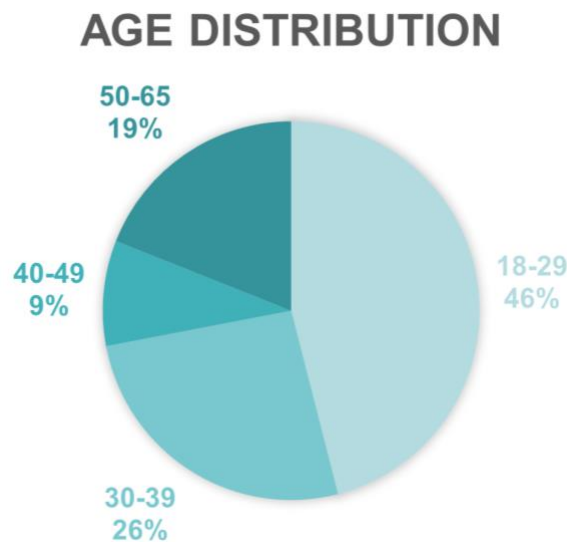


Figure 6: Respondents age distribution.

Regarding the participants' work environments, 85% reported that they primarily work in office-based settings or from home, while 15% indicated that they work in practical or physical environments such as industry, warehousing, healthcare, construction, or retail.

4.2.1 Office Respondents

The following sections present the results based on the collected data from the office-based respondents, providing insights into the respondents' perspectives and experiences related to office environments.

The first question for the office-based respondents asked respondents to indicate how many days per week they work at the office, as illustrated in the chart below.

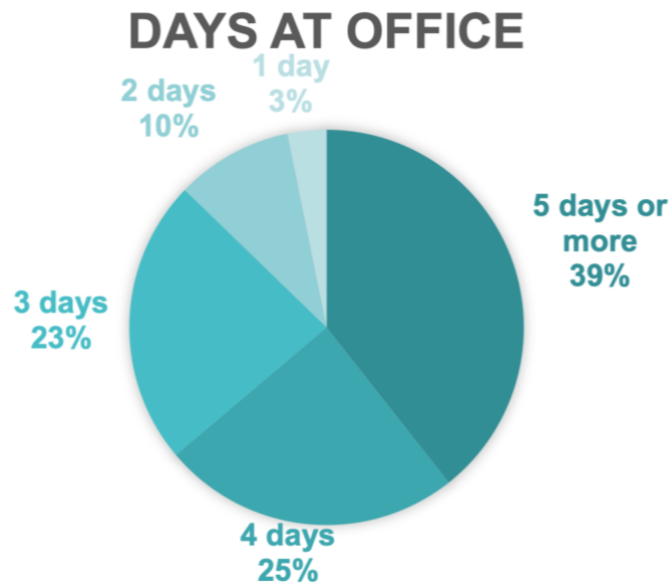


Figure 7: Respondent's number of days spent at the office.

The results show that 87% of respondents work at the office three days a week or more. Additionally, 61% of respondents work from home at least one day per week.

In the following questions, respondents were asked to rank a set of alternatives from 1 to 5, where 1 represented the most important and 5 the least important option. In order to process the responses, a weighted scoring system was applied. The number of respondents selecting each ranking position was multiplied by a corresponding weight: responses ranked as 1 were multiplied by 5, those ranked as 2 by 4 and so on. The weighted values for each alternatives were then summed to produce a total score, which is presented in the results section below. This score reflects the overall prioritization of each alternative according to the respondents.

The first question using this ranking system focused on reasons for going to the office. Respondents were asked to rank the importance of five different factors: social interaction, knowledge exchange, change of environment, employer requirements, and better ergonomics.

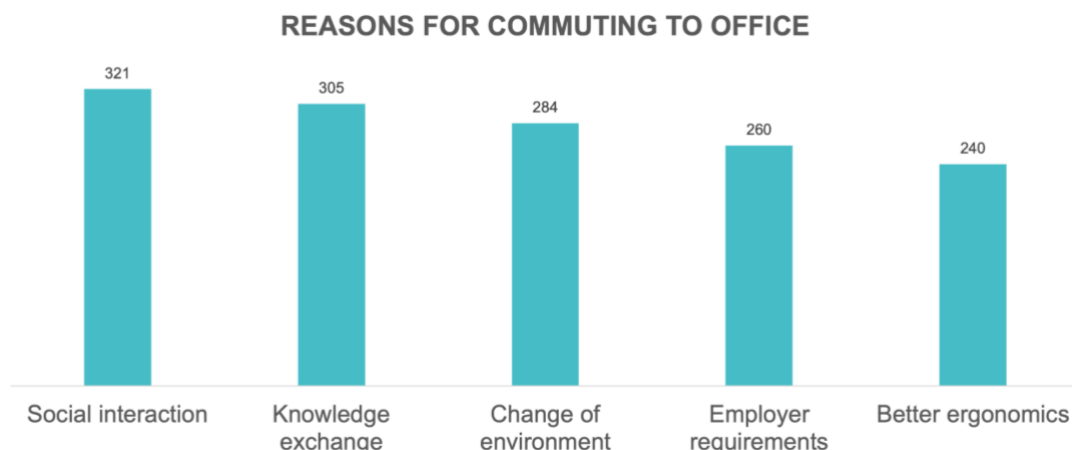


Figure 8: Chart of respondent's reasons for commuting to the office.

As illustrated in the bar chart above, social interaction was ranked as the most important reason, followed closely by knowledge exchange. Change of environment and employer requirements were placed in the middle range, while better ergonomics received the lowest prioritization among the given alternatives. These results highlight the value placed on social and collaborative aspects of the workplace, compared to more practical or organizational factors.

The second question applying the same ranking system focused on reasons for working from home. Respondents were asked to rank five different factors: saving time by not commuting, general comfort, having time for everyday tasks, avoiding interruptions from colleagues with work-related questions, and avoiding disturbances from colleagues talking about non-work topics.

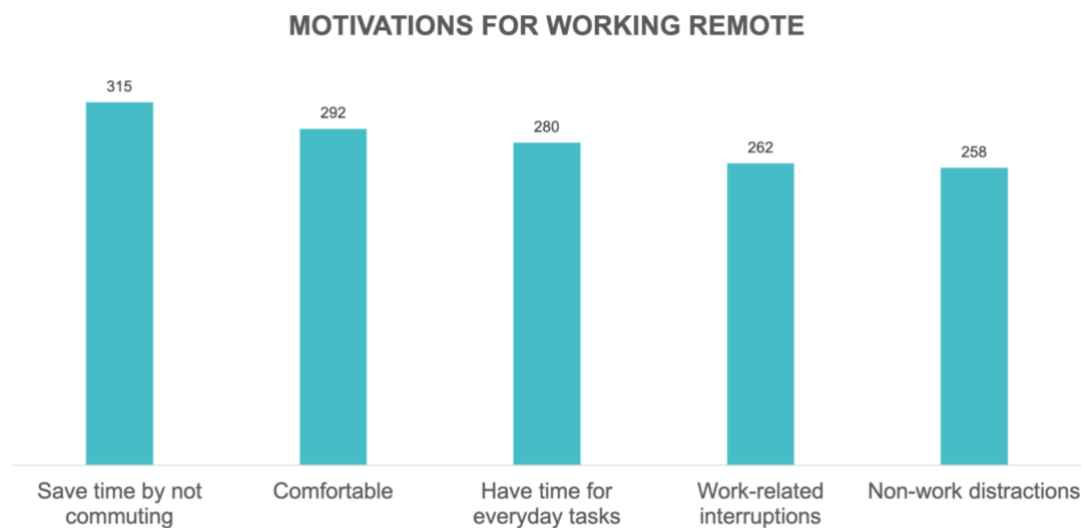


Figure 9: Chart over respondent's motivations for remote work.

As shown in the bar chart above, saving time by not commuting was identified as the most important reason for working from home, followed by comfort and having time for everyday tasks. Avoiding interruptions from colleagues with work-related questions and avoiding disturbances related to non-work topics received lower prioritization, indicating that practical and personal benefits are considered more significant motivators for remote work than minimizing workplace distractions.

OFFICE DESIGN

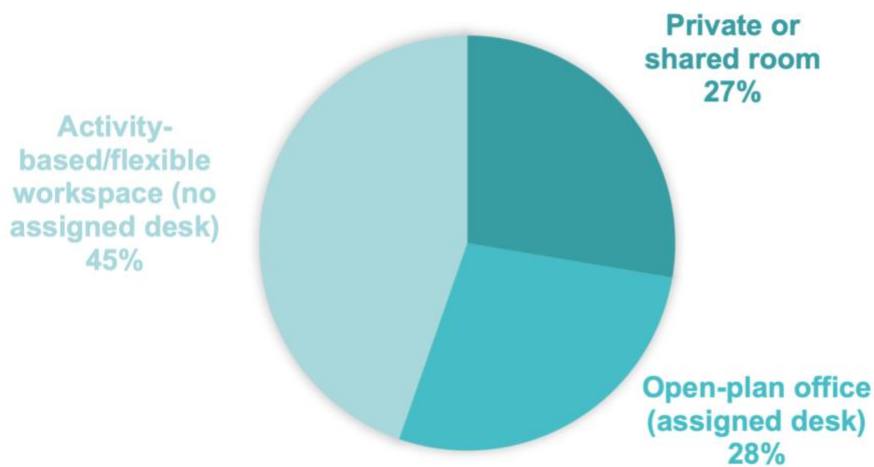


Figure 10: Chart over respondent's current office design.

The chart above illustrates the distribution of current office setups among respondents. A significant proportion, 45%, reported working in an activity-based environment with no assigned desk. Open-plan offices with assigned desks were the second most common, reported by 28% of respondents, while 27% indicated that they work in private or shared rooms.

The chart below presents employees' preferences for improvements to their current office environments. The most frequently selected improvement, chosen by 56% of respondents, was the addition of more rooms for undisturbed work. Other commonly mentioned improvements included organized team-building activities (31%), more spaces for social interaction and collaborative work (29%), and the hiring of new or more colleagues (27%). The remaining improvement options were selected less frequently and included a variety of suggestions related to both physical and social aspects of the workplace.

IMPROVEMENTS FOR CURRENT OFFICE

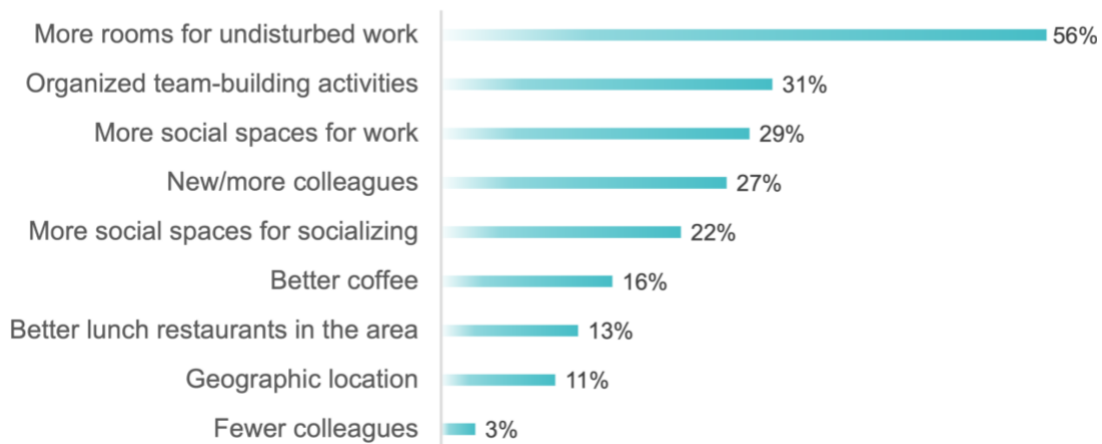


Figure 11: Chart over improvements for respondent's current workplace.

The final chart included in this section illustrates respondents' views on whether the possibility to work remotely is a decisive factor when choosing an employer. A clear majority, 63%, answered "yes," indicating that remote work opportunities play a significant role in their decision-making process. In contrast, 37% responded "no," suggesting that for a smaller portion of respondents, other factors outweigh the importance of remote work when selecting an employer.

"Enables flexibility and makes everyday life easier by allowing remote work. It also provides the option to work from home instead of taking a sick day for a common cold."

- Survey respondent

IMPORTANCE OF REMOTE WORK IN JOB SELECTION

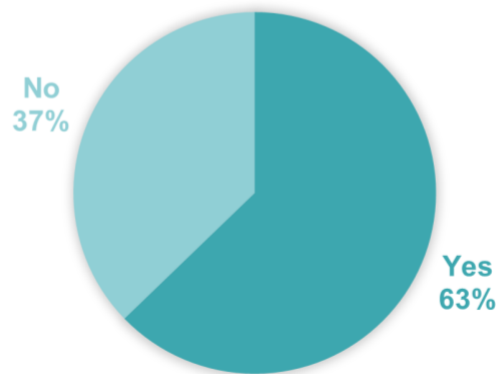


Figure 12: Chart over how important the ability to work remotely is for the respondent's when choosing an employer.

4.2.2 Non Office-Based Respondents

The following sections present the results based on the collected data from the non office-based respondents, providing insights into the respondents' perspectives and experiences related to their work environment. These responses make up 15% of the total survey participants.

The respondents in this group represent a relatively even distribution across various fields and industries. This indicates that the data does not reflect the views of a single sector, but rather a broad range of professional backgrounds among individuals without office-based roles.

The chart below illustrates whether these non office-based respondents would prefer to have an office job instead. A majority, 71%, indicated that they would not prefer an office-based position, while 29% expressed a preference for working in an office environment.

DESIRE FOR OFFICE WORK

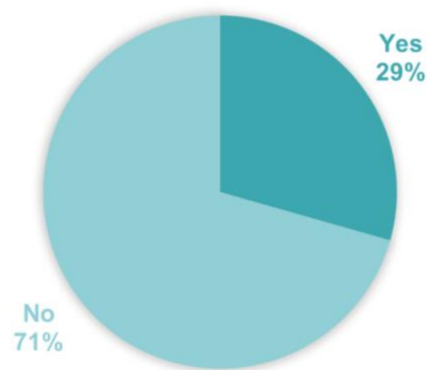


Figure 13: Chart over office work desire for non-office based workers.

Participants who do not currently work in an office were asked to select up to two perceived advantages of office-based work. The most frequently selected option was the possibility to work from home, chosen by 82.4% of respondents. This was followed by less physically demanding work (29.4%) and a more comfortable work environment (23.5%). Better social environment, better working hours, and the opinion that there are no advantages were each selected by 11.8% of respondents.

ADVANTAGES OF OFFICE WORK

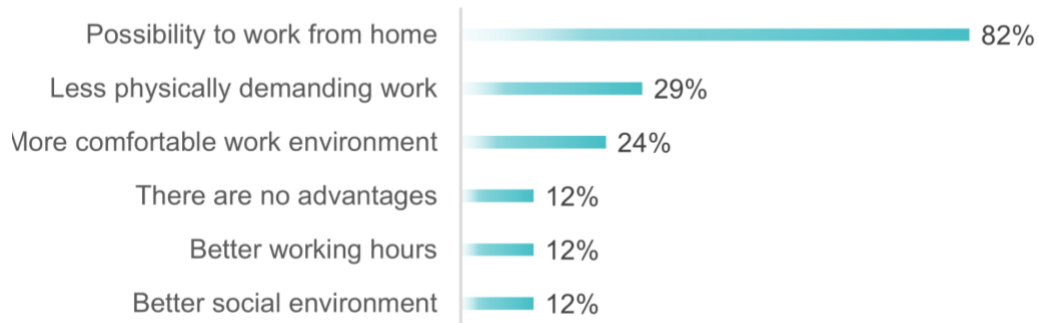


Figure 14: Chart over advantages with office work according to non-office based workers.

In a separate question, participants who do not work in an office were asked to select up to two advantages of their current non-office-based work. Physical movement in daily life was selected by 88.2% of respondents, and variation in work tasks by 64.7%. The opportunity to work outdoors was chosen by 23.5%. No respondents selected the ability to work without disturbances as an advantage.

ADVANTAGES OF NON-OFFICE-BASED WORK

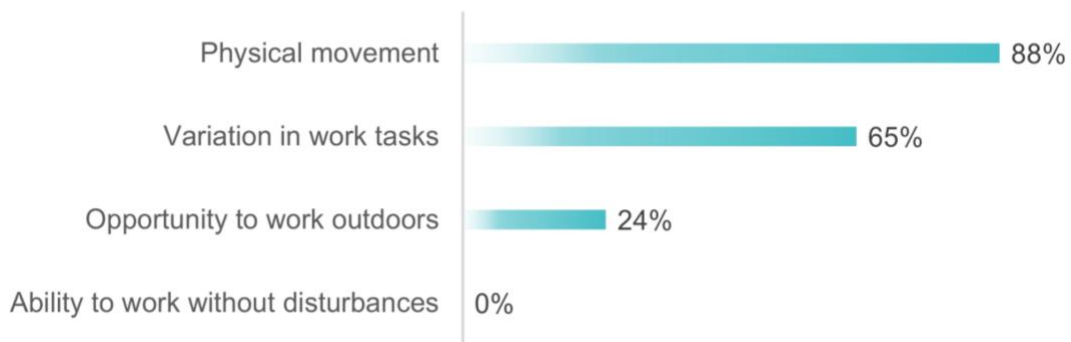


Figure 15: Chart over advantages with non-office based work according to non-office based workers.

4.2.3 Work-Life Balance

The survey also included a question measuring how satisfied respondents were with their work-life balance. Participants rated their satisfaction on a scale from 1 to 10, where 1 indicated very dissatisfied and 10 indicated very satisfied. Among those working in an office, the average rating was 7.72. In comparison, respondents not working in an office reported a lower average satisfaction rating of 6.65.

SATISFACTION IN WORK-LIFE BALANCE



Figure 16: Chart over satisfaction in work-life balance according to respondent's.

5. Analysis

This chapter delves deeper into the main findings of the study and interprets them through an analytical lens. The discussion is structured around the same themes as the results section. The analysis begins with the collaboration between stakeholders involved in tenant customization projects and the communication challenges that may arise during project execution. This is followed by a reflection on how different actors perceive a successful tenant customization.

Further, the responses from the survey are examined in the context of current office trends. Here, the findings are compared with external data sources to assess their reliability. The discussion then transitions into a critical reflection on the methodological choices made in the study, evaluating how well they suited the purpose and research questions.

Finally, the practical implications of the results are presented, including how insights from the study can be applied in real-world scenarios, along with proposed directions for future research in this field.

Structuring the discussion in this way allows for a clear and coherent analysis that addresses the detailed sub-questions of the study and ultimately contributes to answering the central research question:

- *How can project management be structured between the property owner and tenant to implement a tenant adaptation that is effective but also aligns with future office trends?*

5.1 Analysis of Interview Findings

The interpretation of the interviews indicates that collaboration from this case study has generally functioned very well. While this may, to some extent, be attributed to the unique circumstances of the project, it is an important insight to carry forward. A key factor that appears to have contributed positively to collaboration is the tenant's decision to assign responsibility to a dedicated project manager. This role seems to serve as an effective bridge between the different parties, promoting mutual understanding and coordination throughout the process. The structure allows for clearer role distribution and smoother communication pathways, which in turn supports a more efficient workflow. This finding supports the idea that clearly defined project roles can enhance collaboration and minimize friction.

Communication in the project has also generally functioned well, according to the respondents. However, certain challenges have arisen due to staff turnover during the project's progression. These changes disrupted the continuity of information, which negatively affected some aspects of execution. Nevertheless, the presence of a tenant-side project manager once again proved to be a valuable asset. As tenants often lack the technical vocabulary and experience common among property professionals, having someone who can "translate" and mediate between the parties can greatly improve clarity and prevent misunderstandings. This insight underscores the importance of consistent communication channels and the role of intermediary functions in complex construction and customization projects.

The interviews revealed differences in what each stakeholder views as the primary goal of the tenant customization process. Despite differing priorities, one common denominator stands out: all parties benefit, directly or indirectly, from a satisfied tenant. Whether through improved long-term relationships, reputation, or occupancy rates, satisfaction is seen as a shared objective. The discussion also touched on how future office trends, such as hybrid work models and sustainability concerns are shaping stakeholders' expectations. While some emphasized environmental factors, others highlighted flexibility and adaptability as more urgent. These reflections point to the growing importance of aligning short-term project goals with long-term strategic visions for office design.

5.1.1 Collaboration Between Property Owners and Tenants - Insights and Lessons Learned

The results from both interviews and the survey indicate that collaboration between property owners and tenants plays a crucial role in ensuring successful office customizations. This aligns with the theoretical framework outlined in sections 3.3 and 3.3.4, which emphasizes the importance of stakeholder management and effective communication throughout the project lifecycle (Project Management Institute).

One key finding is the positive impact of appointing, or rather assigning, a dedicated project manager to represent the tenant's interests. This mirrors previous research that highlights the benefits of having a clear and empowered point of contact to streamline communication and decision-making (3.3.4.2). The interviews revealed that when such a role is clearly defined and integrated early in the project, the process becomes more efficient and misunderstandings are minimized. This supports the theory that proactive planning and stakeholder engagement can prevent conflicts and foster a more cooperative project environment (Project Management Institute, 2017).

In line with the literature, especially the principles of agile project management (3.3.2), several respondents emphasized the importance of flexibility and transparency (Klotschke, Wagner, & Pfnür, 2022). These elements were found to be particularly valuable in navigating uncertainties and adjusting to evolving tenant needs. Interestingly, the findings also suggest that tenants and property owners may not always perceive the level of collaboration in the same way. While tenants tended to emphasize the importance of being involved in strategic decisions and felt that their input was sometimes overlooked, property owners often perceived their own level of involvement and responsiveness as sufficient. This highlights a gap in mutual understanding, which was also identified in the theoretical section (3.3.4.1) as a recurring challenge in customization projects (Bahrain, Sakrani, & Maidin, 2023).

Overall, the results confirm much of the existing theory, particularly in regard to the need for structured stakeholder engagement and early communication. However, one insight was the significant role that informal communication channels played in resolving issues. While formal structures are necessary, several interviewees described how trust and personal relationships between individuals were equally decisive in driving the collaboration forward, an aspect that receives less attention in traditional project management theory but aligns well with agile values (Klotschke, Wagner, & Pfnür, 2022). The project manager mentions this in section 4.1.1, as she prioritized the relationship with the tenant before her own colleagues, this caused some internal misalignment.

These findings indicate that successful collaboration depends not only on roles and structures but also on interpersonal dynamics. Going forward, this suggests that both property owners and tenants can benefit from investing in both formal project planning and soft relational aspects to foster a more integrated and effective customization process.

However, despite the presence of structured roles and shared goals, several challenges were identified in how communication was handled throughout the project. The following section provides a closer examination of communication issues, exploring how misunderstandings arose, which strategies were used to manage them, and how dialogue between stakeholders can be further improved.

5.1.2 Communication Barriers and Potential Improvements

The analysis of the results clearly demonstrates that communication among the project stakeholders was a critical factor influencing the overall effectiveness of the project. A recurring theme was the importance of regular project meetings in facilitating structured and transparent information flow. The tenant highlighted these meetings as essential for gaining clarity and ensuring that key information was both accessible and discussed. This insight aligns directly with the theoretical framework presented in Section 3.3.4.2, which identifies regular check-ins as a foundation of successful communication strategies in project environments (Project Management Institute, 2017). However, the project manager initially encountered challenges in making the tenant understand the value of these meetings. This serves as an important lesson for future projects, emphasizing that the purpose and importance of communication routines should be clearly communicated and mutually understood early in the process.

The findings also underscore how individual communicative competence and previous experience can help bridge communication gaps when formal structures are insufficient. The project manager's familiarity with tenant fit-outs proved valuable in anticipating and addressing potential misunderstandings. While this individual strength supported effective interaction, it also reveals a vulnerability in the project's communication system. A reliance on key individuals rather than resilient, team-wide communication processes can create bottlenecks. This became particularly apparent when key personnel were replaced during the project, both within the tenant's organization and the project management team. Although such transitions are sometimes unavoidable, they significantly increase the demand for structured communication practices. In response to this challenge, it would be thoughtful to implement alternative communication strategies. These could include comprehensive documentation, predefined handover protocols, and structured onboarding processes for new personnel.

Moreover, the involvement of a high number of individuals from the tenant's side in early decision-making was perceived as a barrier to effective communication. Both the project manager and the property owner noted that this contributed to delays and confusion. The lesson to be drawn from this experience is that reducing the number of communicative interfaces, through clear role definitions and decision-making authority, can lead to more streamlined and efficient information exchange.

Additionally, the importance of stakeholder involvement as part of a communication strategy is emphasized in Section 3.3.3.2 of the theoretical framework (Project Management Institute, 2017). This aligns with a reflection made by the tenant, who

later acknowledged the significance of involving the right stakeholders at the right time. This realization reinforces the need to view stakeholder engagement as a communicative responsibility that should be strategically managed from the start.

In summary, the analysis indicates that clearly defined communication channels, consistent messaging, and continuity in the communicative process are essential for maintaining clarity and momentum in complex, multi-party projects. Effective project execution depends not only on the act of communication itself, but also on ensuring that communicative practices are intentional, inclusive, and resilient to change.

5.1.3 Success Factors in Tenant Customization Projects

The results clearly show that achieving a successful tenant adaptation is a complex goal, largely due to the differing perceptions among involved parties regarding what "success" actually means. The interviews revealed that perceptions of successful adaptation varied among participants. This complexity is crucial to understand when studying tenant adaptations, where the final product, a completed office, is dependent on the collaboration of multiple actors with different priorities.

A common denominator among all parties is the importance of collaboration and communication. However, despite this shared value, the analysis shows that each party has distinct goals within the project. The tenant's focus is primarily on creating a functional, sustainable, and brand strengthening work environment, reflecting the office's role as a long term investment in the company's future. The tenant's project manager shares this perspective but also emphasizes the importance of keeping the process smooth and not overly time consuming, which is one reason why professional help has been engaged to manage the project.

For the construction contractor and the site manager, the focus is on delivering a high quality end product on time and within the agreed budget. Interestingly, although financial considerations are important, profit is not highlighted as the main objective. Instead, clarity in budgeting and procurement is seen as essential to ensure that the customer receives what has been ordered, without unpleasant surprises along the way. This aligns with the tenant's project manager's emphasis on the importance of clear communication and structured processes.

The property owner's perspective, however, differs more significantly from the others. Here, financial aspects are more strongly emphasized, with the goal of increasing the property's value by securing a high base rent and designing the office space to be as mainstream as possible, enabling easy future leasing if the current tenant moves out. This indicates that the property owner views tenant adaptations more from a long term real estate investment perspective, rather than from the tenant's or contractor's immediate usability perspective.

In summary, the analysis shows that although all parties aim for a common overarching goal, a successful tenant adaptation, the project is characterized by underlying conflicts of interest. While the tenant and its project manager primarily seek a high quality, sustainable solution that supports the company's brand, the property owner focuses on economic profitability and future flexibility, and the contractor aims to deliver according to the agreed quality, schedule, and cost. Balancing these different interests therefore requires strong communication, a clear and structured project framework, and an understanding of each party's individual drivers.

5.2 Analysis of Survey Findings

The following sections present an analysis of the quantitative part of the study, based on the distributed survey. The analysis will focus on examining the different questions asked, comparing and contrasting the collected responses, and interpreting the data to identify patterns and insights. In addition to a standalone analysis of the data, the results are compared with findings from existing studies to assess alignment with broader research in the field.

It is important to note that the sample group of survey respondents is likely influenced by the author's social networks. A significant portion of the respondents, 46%, are between the ages of 18 and 29. This demographic skew should be considered when interpreting the results. However, given that the purpose of this study is to explore the future of office environments and identify upcoming trends, the perspective of this younger age group is particularly relevant. These respondents represent the next generation of office users and will play a key role in shaping future workplaces.

This analysis seeks to provide a deeper understanding of current preferences and expectations regarding office environments, with particular emphasis on how younger generations may influence future office design and functionality, while also critically evaluating the findings in relation to existing research.

5.2.1 Office Respondents

The first insight from the data on office based respondents was that a majority of participants reported working five or more days per week at the office, with no remote work at all. This group represented 39% of the respondents. The next largest group, accounting for 25%, worked four days on site, meaning they had at least one day of remote work per week. When aggregating all respondents who work at least one day remotely, it becomes clear that 61% practice some form of hybrid work. This indicates that the trend towards hybrid working is significant among office based employees, suggesting a notable demand for greater flexibility in where work is performed.

The perceived advantages of going into the office were then examined. The leading factor was social interaction. Although social interaction ranked highest, other categories such as knowledge exchange and change of environment were relatively close in frequency. No single category stood out overwhelmingly. This distribution suggests that a range of factors are important in motivating employees to physically come to the office, and that successful office environments may need to address several needs simultaneously.

The following question examined the reasons respondents preferred working from home, representing essentially the opposite perspective. Here, the distribution of answers was even more balanced. The most common reason for not commuting to the office was the time saved by avoiding travel. Interestingly, this reason is likely connected to the third most selected category, having time for everyday tasks, suggesting that people value the ability to allocate saved commuting time to personal activities such as exercising or handling household responsibilities. The second most selected reason was the general convenience of working from home, which is understandable given that remote work reduces the effort needed to prepare for a traditional workday. Meanwhile, categories such as being disturbed by colleagues on work related or non work related matters were the least selected reasons. This indicates

that distractions at the office are not a major factor influencing the decision to work from home.

What stands out in the results is the apparent contradiction between the high value placed on social interaction in the office and the strong preference for remote work. This suggests that many employees want the best of both worlds, access to face-to-face social engagement while also retaining the flexibility and personal benefits of working from home. These two desires do not always align easily, creating a tension that future office designs and work policies will need to address in order to satisfy both social and individual needs.

The next part of the survey focused on the respondents' current office environments and their desired improvements, revealing an interesting insight. Among the respondents, 73% currently work either in activity based offices without assigned desks or in open plan offices with assigned desks. Only 27% reported working in private or shared rooms at their workplace.

When comparing this information with the responses to the following question regarding desired improvements in their current office environments, a clear trend emerges. A majority of 56% of respondents expressed a wish for more private rooms for focused work. This result indicates a strong preference among employees for the ability to work undisturbed in private spaces. It suggests that many employees seek the opportunity to isolate themselves when necessary, likely to enhance concentration and enter a productive work flow more effectively.

At the same time, it is important to recognize that open plan offices may contribute positively to social integration and informal collaboration among employees. Furthermore, from an organizational perspective, open plan layouts are typically more cost effective compared to building and maintaining individual offices for each employee. These financial and social aspects are important factors for employers when designing office spaces, even though they may not fully align with employees' individual preferences for undisturbed work environments. The findings highlight a potential gap between organizational cost efficiency and employee needs for privacy and concentration, a balance that future office designs will need to address.

The final survey question examined whether respondents considered the possibility of remote work as a decisive factor when choosing a future employer. A clear majority, 63%, answered yes. This result can be linked to one of the initial questions in the survey, where 61% of respondents reported working at least one day remotely. It is likely that many of the individuals who currently engage in hybrid work are also those who place high value on having the flexibility to work from home. Beyond this possible overlap, the data nonetheless points to a strong overall demand for remote work options. The findings suggest that offering flexibility in work location is not only a relevant consideration for today's workforce, but also a potentially critical factor for employers aiming to attract and retain talent in the evolving office landscape.

5.2.2 Non-Office Respondents

A smaller portion of the survey respondents, 15%, reported not having an office-based job. Due to the limited size of this subgroup, the reliability and representativeness of the findings must be interpreted with some caution. Nevertheless, the insights gained

offer valuable perspectives on how non-office-based workers perceive both their own roles and office-based work in general.

The first question presented to this group, illustrated through a pie chart, asked whether they would prefer to replace their current role with an office-based position. A clear majority, 71%, responded that they would not want to switch to an office-based job. This indicates a strong preference for remaining in their current, non-office-based roles, and suggests that the perceived benefits of such positions outweigh the appeal of traditional office work for these respondents.

The following question explored what advantages they associate with office-based jobs. The most frequently chosen benefit, by a significant margin, was the ability to work from home. This response highlights an interesting contrast: non-office-based respondents may experience their work as more rigid in terms of location, and thus view the flexibility available to many office workers as particularly desirable. The option to work remotely is likely seen as a form of autonomy that they themselves currently lack.

The next question reversed the perspective and asked what the benefits are of having a non-office-based job. Here, the most selected advantage was the opportunity for physical movement during the workday. This result is consistent with common criticisms of office work, which is often associated with sedentary behavior. Additionally, several respondents cited greater variation in daily tasks as a benefit. This may reflect the nature of many non-office-based roles, where workdays are more dynamic and varied in terms of activities and environment. These types of variation and physical engagement are aspects that traditional office work often fails to provide.

In summary, while the sample size is limited, the responses from non-office-based participants reveal a preference for the mobility, task variety, and physical activity that their current roles offer. At the same time, their positive view of remote work flexibility suggests that even non-office workers value autonomy in how and where work is performed, an important consideration in discussions about the future of work environments across different sectors.

5.2.3 Comparison to Earlier Studies

To contextualize the survey findings, a comparison was made with Castellum's annual reports from 2023, 2024, and 2025. These reports offer a national perspective on workplace behavior and trends in office attendance across Sweden. The report "Ett annat kontorsliv" by Bodin Danielsson, previously referenced, is also included to compare and analyze the findings from the survey.

The results from the survey show clear parallels with the themes found in the reports. This reinforces the validity of the data and suggests that the findings reflect broader trends in how offices are used and perceived in the post-pandemic context. A key shared insight is the perceived role of the office: both the results and the reports highlight social interaction as the primary reason for being on-site. Interaction with coworkers and a sense of belonging are ranked highly, indicating that the office has increasingly become a social and cultural hub rather than a space primarily for individual work.

Similarly, remote work is predominantly associated with increased efficiency, especially in terms of time savings, and greater convenience. This points to employees valuing the autonomy to manage their own working environment and schedules, a trend

that employers in the reports also recognize, though sometimes with concern about reduced knowledge sharing. This difference in focus between employee and employer perspectives suggests a tension in how productivity and presence are viewed, while also underscoring the need for clear communication and tailored solutions.

Regarding the physical office environment, a majority of the respondents expressed a desire for more rooms dedicated to focused work, an issue that aligns with the reports' discussion on the challenge of balancing interaction and concentration in activity-based office settings. Almost half of the respondents already work in such environments, which corresponds to the broader trend described in the reports toward more flexible, non-assigned workspaces. At the same time, there is a common desire to shift between focus and collaboration, supporting the conclusion that future offices must accommodate this type of adaptability.

Flexibility emerges as a critical factor for both job satisfaction and talent attraction. In the survey, 63 percent indicated that the ability to work remotely affects their choice of employer, which matches the reports' presentation of flexibility as a structural requirement rather than a temporary preference. Both the survey and the reports emphasize that organizations failing to offer such flexibility risk losing competitiveness, particularly among highly qualified professionals.

Although the share of respondents from non-office-based professions was smaller, their input adds another dimension to the analysis. Interestingly, a majority still considered the option to work remotely to be one of the main benefits of the office, suggesting that flexibility has become something of a norm, even in roles where it is not yet standard. Their emphasis on physical activity and task variety also highlights that the office is not a universal ideal, a point that the reports address in discussions about differentiated work environments.

Lastly, connections can be drawn between the respondents' desire for more team activities and having more colleagues on-site, and the reports' emphasis on the role of leadership in hybrid contexts. While the findings do not explicitly call for more present leadership, the increased need for structure and a sense of cohesion indicates that leadership plays an important role in fostering both culture and connection in an increasingly fragmented workday.

Taken together, the analysis shows that the findings align well with current trends and insights presented in industry reports. The office is increasingly seen as a place for collaboration and culture-building rather than strictly for production. At the same time, there are growing expectations for flexibility, accessibility, and individual adaptation. This points to a continued transformation in which work environments and leadership approaches must be shaped around employees' diverse needs and expectations in the hybrid workplace.

5.3 Method Discussion

The chosen methodology for this study combined qualitative and quantitative approaches, which proved to be a strength throughout the research process. Conducting both interviews and a survey enabled a deeper understanding of a specific context while also capturing broader patterns and preferences relevant to the topic. This approach is particularly well-suited for an exploratory study, where the aim is to investigate a phenomenon from multiple perspectives and identify potential trends.

The qualitative part of the study consisted of semi-structured interviews with four individuals from the same project, each representing a different stakeholder role. This setup allowed us to explore how different actors interpret and prioritize within the framework of the same tenant adaptation. A clear strength of this method is that it provided a multifaceted view of a shared case, allowing us to identify both agreements and contrasts in perspectives. However, a potential limitation is that all interviewees were involved in the same project, which may reduce the transferability of the findings. Moreover, this particular project appeared to have proceeded quite smoothly with relatively few major issues. It might have been even more insightful to examine a case where the project had faced more challenges, as that could have revealed valuable lessons and improvement areas in the tenant adaptation process.

The quantitative part, conducted through a survey, enabled us to reach a larger sample and identify patterns related to office work preferences. Nonetheless, the sample is likely affected by selection bias, as the survey was primarily distributed through the author's personal networks. This resulted in a demographic skew, with 46% of respondents between the ages of 18 and 29. While this might be seen as a limitation, it can also be considered a strength in the context of this study. As the study aims to explore future trends in office environments, the perspectives of younger individuals, those who will shape the future workforce, are particularly valuable.

Combining these two methods also posed certain challenges during the analysis phase. Drawing parallels between the in-depth, contextual insights from the interviews and the broader, numerical trends from the survey required careful interpretation. The extensive review of existing literature and theories within the field supported this process by offering analytical frameworks for structuring and understanding the data.

In summary, the chosen methodology appears appropriate and provided sufficient data to address the research purpose. The combination of theory, interviews, and survey responses enabled both depth and breadth in the findings. Still, the generalizability of the results could have been strengthened through a more diverse and representative sample, especially in the quantitative part. Additionally, more interviews from various project settings, particularly from projects that encountered more significant challenges, might have further enriched the qualitative findings. Despite these limitations, the study successfully generated insights into current and future trends in office design and tenant adaptation processes.

5.4 Practical Implications

Based on the findings from the interviews, several practical improvements can be identified that may enhance the execution of future tenant adaptation projects. These insights can be directly applied to similar real-world contexts and contribute to smoother project delivery.

Firstly, one key takeaway is the importance of ensuring that all project stakeholders are aligned and clear on their respective roles and responsibilities. As discussed in Section 3.3.3 on stakeholder management, successful collaboration depends on clear communication and role clarity. The project manager interviewed highlighted the challenge of getting to know and work effectively with all the individuals involved in the project. Given the time constraints often present in such processes, acknowledging that stakeholder coordination is time-consuming can help teams allocate more resources and attention to relationship-building from the outset.

Section 3.3.4 emphasises that the right competences must also be present in the room. In practice, this often means ensuring that the tenant supplies representatives who understand day-to-day operations and future needs, because they will ultimately be the end users of the adapted space. Involving these individuals early supports informed requirements, quicker feedback loops, and smoother hand-over once construction is complete.

Secondly, limiting the number of decision-makers on the tenant's side was mentioned as a way to streamline decision-making processes. A smaller, more focused group of representatives can help avoid lengthy decision processes, which otherwise risk delaying the project and impacting other stakeholders. Faster and more efficient decision-making contributes to the overall momentum of the project and supports timely delivery.

Thirdly, the active participation of the tenant in regular project meetings was emphasized as critical. If the tenant is not consistently involved in the process, misunderstandings about the project's development and direction may arise. Regular involvement in project meetings enables continuous alignment and prevents surprises, thus facilitating better cooperation and decision-making throughout the project lifecycle.

Lastly, interviewees also noted the importance of having a clear plan for how to proceed if a key person in the project becomes unavailable. While it may not always be necessary to have a direct replacement for every role, it is useful to think ahead and define how such situations would be handled. This could involve clearly documenting responsibilities, maintaining up-to-date project records, and identifying who should step in or make decisions if someone can no longer participate.

In summary, these actionable recommendations; enhancing stakeholder clarity, streamlining tenant-side decision-making, ensuring consistent tenant participation, and being prepared for unexpected personnel changes, can all contribute to more effective and resilient tenant adaptation projects in practice.

5.5 Further Research Proposal

While this study has provided valuable insights into the dynamics of tenant adaptations, especially from the perspectives of various stakeholders within a single project, there are several areas where further research could expand understanding and provide broader generalizability.

Firstly, future studies could benefit from examining multiple tenant adaptation projects, especially those that have faced greater challenges or complications. The case focused on a project that, by all accounts, was relatively successful. Studying projects with more visible conflicts or setbacks may provide deeper insights into what can go wrong in tenant adaptations and how such challenges are managed or could be avoided.

Secondly, additional quantitative studies with a broader and more diverse respondent base would strengthen the validity of general trends related to workplace preferences, especially concerning hybrid work and office design. In the survey, a large proportion of the respondents were young adults within the author's own social network, which may have skewed the results toward one generational perspective. A future study with

a stratified sample across age groups, industries, and regions could offer more robust conclusions.

Another potential avenue for research is qualitative exploration of specific stakeholder relationships, such as the one between the property owner and the tenant, or the communication flow between the project manager and the construction team. In-depth studies of these relationships could uncover subtle dynamics that impact project outcomes but are often overlooked in broader studies.

A particularly interesting angle for future research would be to examine tenant customization projects where the tenant has not engaged a dedicated project manager to support them throughout the process. Such a study could shed light on the challenges tenants face when navigating the complexity of office adaptations without professional guidance. It could also reveal how the absence of a project manager influences decision-making, coordination with other stakeholders, and overall project outcomes.

Finally, it would be valuable to include additional stakeholders such as architects, interior designers, and workplace strategists in future studies. These actors often play a key role in shaping both the physical and functional outcomes of tenant customization projects, yet their perspectives were outside the scope of this study. Understanding how these roles interact with tenants, property owners, and project managers could provide a more comprehensive view of the collaboration and decision-making processes in office adaptations.

In summary, future research could strengthen the field by including multiple case comparisons, diversifying respondent groups, and focusing more narrowly on specific roles and interactions within adaptation projects.

6. Conclusion

This thesis has explored the question: *What project management aspects are important between stakeholders to carry out a tenant customization that is effective but also aligns with future office trends?* Through a combination of literature review, interviews, and surveys, several key factors influencing office customizations in a changing work-life context have been identified.

One of the central insights is that flexibility, both in the physical design of the office and in workplace strategies, is essential to meet the demands of future ways of working. The survey results show that the majority of respondents prefer a hybrid work model and highly value the opportunity to work remotely. At the same time, there is a strong need for more secluded spaces that support focused work, even though many employees are currently located in open-plan or activity-based environments. This highlights the importance of environments that support smooth transitions between collaboration and concentration, which places demands on both spatial solutions and organizational policies.

In addition, interviews with professionals in real estate and project management confirm that communication and a clear division of responsibilities are crucial in achieving sustainable and functional customizations over time. A recurring challenge identified in the empirical material is how to balance different expectations between tenants, property owners, and end-users, particularly in the early stages of a project. The analysis emphasizes the project manager's essential role as a facilitator of collaboration, responsible for ensuring that both strategic business objectives and employee needs are considered in the final result. Furthermore, the property owner plays a central role and must have a strong grasp of both their tenant and contractor contracts to ensure smooth coordination and alignment of interests throughout the project.

A fundamental reason why tenant customizations are complex is that a successful end result means different things to different stakeholders. This was clearly illustrated in the interviews, where perspectives varied depending on the respondent's role. A satisfied tenant is generally seen as beneficial for all involved, but this also raises the question - at what cost? Striving to meet user expectations can require trade-offs in terms of budget, long-term flexibility, or building efficiency, which highlights the importance of clearly aligned goals early in the project.

The purpose of this thesis was to investigate how project management can contribute to flexible and sustainable tenant customizations in the context of future office-work. The findings support the original problem formulation, which emphasized that successful customization is not merely a matter of layout and functionality, but also the result of collaborative processes and long-term thinking. The role of project management is therefore not only operational, but also strategic, as it involves guiding the process in a way that balances long-term value with the specific needs of the organization.

It is important to acknowledge that this study is based on a single case study, which limits the generalizability of the findings. While the insights offer valuable indications, additional research across multiple cases would be needed to strengthen the credibility and applicability of the results. Future studies are therefore encouraged to examine how

flexible and hybrid office solutions are developed, implemented, and evaluated over time in various organizational and project settings.

Furthermore, it would be valuable to explore how different leadership styles, organizational cultures, or types of property owners influence collaboration and the perceived success of tenant customization projects. A deeper understanding of these contextual factors could support more informed decisions by both project managers and stakeholders involved in office development.

In conclusion, successful tenant adaptations require more than functional design, they depend on strong collaboration, clear goals, and long-term thinking. By treating project management as a strategic partnership between all stakeholders, it becomes possible to create flexible, future-proof workplaces that balance organizational needs with employee well-being.

References

- Öberg, A. (2022, Oktober 19). *Arbetsmiljön en viktig konkurrensfördel*. Retrieved from Almega: <https://www.almega.se/2022/10/arbetsmiljon-en-viktig-konkurrensfordel/>
- Aronsson, G. (2018). *Gränslöst Arbete: En forskarantologi om arbetsmiljöutmaningar i anknytning till ett gränslöst arbetsliv*. Arbetsmiljöverket.
- Atkinson, R. (1999). *Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria*. Bournemouth: Elsevier Ltd.
- Awada, M., Lucas, G., Becerik-Gerber, B., & Roll, S. (2021). *Working form home during COVID-19 pandemic: Impact on office worker productivity and work experience*. Los Angeles: University of Southern California.
- Babapour Chafi, M., Hultberg, A., & Bozic Yams, N. (2022). *Post-Pandemic Office Work: Perceived Challenges and Opportunities for a Sustainable Work Environment*. Göteborg: Sustainability.
- Bahrain, N., Sakrani, S., & Maidin, A. (2023). *Communication barriers in work environment: Understanding impact and challenges*. International Journal of Academic Research in Business and Social Sciences.
- Berry, L. (2018, October 26). *Bürolandschaft: how the way we work has shaped the office*. Retrieved from Interact: <https://www.interactsoftware.com/blog/brolandschaft-how-the-way-we-work-has-shaped-the-office/>
- Blomberg, J., & Kjellman, M. (2011). *Arbetsmiljö i kontorslandskap: Individens upplevelser av arbete i kontorslandskapsmiljö och sätt att hantera arbete och interaktion*. Stockholm: Stockholm Universitet.
- Castellum AB. (2024). *Framtidens Arbetsliv 2024*. Castellum AB.
- Castellum AB. (2025). *Framtidens arbetsliv 2025*. Castellum AB.
- Coor. (2025). *Alla Tidars Kontor*. Retrieved from Coor: <https://www.coor.se/kunskap/alla-tiders-kontor/>
- Creswell, J., & Creswell, D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks: SAGE Publications Inc.
- Dahlström, V. (2025). An overview of what tenant customizations mean. (E. Schulz, & J. Niemer, Intervjuare)
- Danielsson, C. B. (2024). *Ett Annat Kontorsliv*. Stockholm: Areim.
- De Paoli, D., Arge, K., & Blakstad, S. (2013). *Creating business value with open space flexible offices*. Oslo: Journal of Corporate Real Estate.

- El Khatib, M., AlQurashi, M., AlHashemi, S., AlKetbi, M., & AlHarmoodi, S. (2023). *Digital Platforms' Influence on Project Management*. Dubai: International Conference on Business Analytics for Technology and Security.
- Fritz, J.-H. (1982). *Menschen in Büroarbeitsräumen: Über langfristige Strukturwandelungen Büroräumelicher Arbeitsbedingungen mit einem Vergleich von Klein- und Großraumbüros*. München: Heinz Moos Verlag.
- Gürbüz, S. (2017). *Survey as a Quantitative Research Method*.
- Grafström, J., Samuelsson, S., & Simola, A. (2024). *Effekterna av distansarbete på individens och företags produktivitet*. Stockholm: RATIO.
- Grubert, J., Ofek, E., Pahud, M., & Kristensson, P. (2018). *The Office of the Future: Virtual, Portable, and Global*. Cambridge: Cambridge University.
- Hedström, K. (2021, November 3). *Så skapar ni en kreativ arbetsmiljö*. Retrieved from Arbetsliv: <https://www.prevent.se/arbetsliv/tips-och-rad/2021/sa-skapar-du-en-kreativ-arbetsmiljo/>
- Hsu, A. (2025, January 21). *Trump seeks to end telework for federal workers*. Retrieved from npr: <https://www.npr.org/2025/01/20/nx-s1-5268852/trump-telework-executive-order-federal-workers>
- Hufvudstaden. (n.d.). *Kontor - En svängig historia*. Retrieved from Hufvudstaden: <https://hufvudstaden.se/media/nyhetsrum/artiklar/2018/del-2-kontor--en-svangig-historia/>
- IWG. (2019, August 26). *How flexible working has changed in the last 10 years*. Retrieved from International Workplace Group: <https://work.iwgplc.com/MediaCentre/Article/how-flexible-working-changed-in-last-10-years>
- Jalali Sohi, A., Bosch-Rekveldt, M., & Hertogh, M. (2020). *Does flexibility in project management in early project phases contribute positively to end-project performance?* Delft: Emerald Publishing Limited.
- Killilea, F. (1997). *Real Estate Property Managers and Tenants: Opportunities for Learning Relationships and Customization*. Massachusetts: Massachusetts Institute of Technology.
- Klotschke, K., Wagner, B., & Pfnür, A. (2022). *Potentials and challenges of agile project management in real estate development*. Darmstadt: Technische universität Darmstadt.
- Kordova, S., & Hirschsprung, R. (2023). *Effectiveness of the forced usage of alternative digital platforms during the COVID-19 pandemic in project communication management*. Ari'el: Heliyon.
- Kraus, S., Bouncken, R., Görmar, L., González-Serrano, M., & Calabuig, F. (2022). *Coworking Spaces and makerspaces: Mapping the state of research*. Bolzano: Journal of Innovation and Knowledge.

- Kuhlins, S. (2021). *Framtidens Sociala Kontor: Kartläggning och Utformning av Arkitektoniska Indikatorer för Framtidens Socialt Hållbara Kontor*. Luleå: Luleå Technical University.
- Lalic, D., Lalic, B., Delic, M., Gracanin, D., & Stefanovic, D. (2022). *How project management approach impact project success? From traditional to agile*. Novi Sad: IJMPB.
- Leech, N., Dellinger, A., Brannagan, K., & Tanaka, H. (2009). *Evaluating Mixed Research Studies: A Mixed Methods Approach*. Denver: Journal of Mixed Methods Research.
- Marion, J., & Richardson, T. (2022). *Managing Projects with PMBOK 7 : Connecting New Principles with Old Standards*. Business Expert Press.
- Miller, N. G. (2014). *Workplace trends in office space: implications for future office demand*. Journal of Corporate Real Estate.
- Olander, S., & Landin, A. (2005). *Evaluation of stakeholder influence in the implementation of construction projects*. Lund: Elsevier.
- PEAB Fastighetsutveckling AB. (2025). *Projekt och Lokaler*. Retrieved from Gamlestads Smedja: <https://peabfastighet.se/projekt-och-lokaler/gamlestads-smedja/>
- Platzer AB. (2025). *Lokalanpassning*. Retrieved from Platzer fastigheter: <https://www.platzer.se/for-hyresgasten/lokananpassning/>
- Project Management Institute. (2017). *A guide to the project management body of knowledge*. Pennsylvania: Project Management Institute.
- Project Management Institute. (n.d.). *What is project management?* Project Management Institute.
- Rahman, S., Endut, I., Faisol, N., & Paydar, S. (2014). *The Importance of Collaboration in Construction Industry from Contractors' Perspectives*. Malaysia Kelantan: Procedia.
- Richardson, A., Potter, J., Paterson, M., Harding, T., Tyler-Merrick, G., Kirk, R., . . . McChesney, J. (2017). *Office design and health: a systematic review*. Canterbury: NSMA.
- Riva, G., Wiederhold, B., & Mantovani, F. (2011). *Surviving COVID-19: The Neuroscience of Smart Working and Distance Learning*. Milan: Mary ann Liebert Inc.
- Satter, R. (2025, January 21). *Trump orders federal workers back to office, weakens job protection*. Retrieved from Reuters: <https://www.reuters.com/world/us/trump-orders-federal-workers-back-office-full-time-2025-01-21/>
- Semrén & Månsson. (n.d.). *Gamlestadens Smedja*. Retrieved from Semrén & Månsson: <https://semren-mansson.se/projekt/gamlestadens-smedja>

- Shahu, R., Pundir, A., & Ganapathy, L. (2013, February 2). An Empirical Study on Flexibility: A Critical Success Factor of Construction Projects. *Global Journal of Flexible Systems Management*, 123-128.
- Sustend. (n.d.). *Hyresgästanpassning - byggprojektledaren förklarar*. Retrieved from Sustend: <https://sustend.se/hyresgastanpassning-byggprojektledaren-forklarar/>
- Swisslog AB. (2025). *Ledande företag inom automatiserat lager*. Retrieved from Swisslog: <https://www.swisslog.com/sv-se>
- Technopolis. (u.d.). *Kontor 354m2*. Hämtat från Tehnopolis: <https://technopolisglobal.com/se/kontorslokaler/goteborg/ullevi/kontor-354m2-ullevi/>
- Toivanen, S. (2015). *Framtidens arbetsplatser: att utveckla hållbara och friska kontor*. NCC.
- Toivanen, S. (2015). *Framtidens Arbetsplatser: Att Utveckla Hållbara och Friska Kontor*. Mälardalen: Mälardalen University.
- Turner, R. (2014). *Handbook of Project Management*. London: Routledge.
- Umishio, W., Kagi, N., Asaoka, R., Hayashi, M., Sawachi, T., & Ueno, T. (2021). *Work productivity in the office and at home during the COVID-19 pandemic: A cross-sectional analysis of office workers in Japan*. July: John Wiley & Sons Ltd.
- Waldrep, C., Fritz, M., & Glass, J. (2024). *Preferences for Remote and Hybrid Work: Evidence from the COVID-19 Pandemic*. Texas: Social Sciences.
- World Health Organization. (2020, March 11). *WHO Director-General's opening remarks at the media briefing on COVID-19*. Retrieved from World Health Organization: <https://www.who.int/director-general/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

Appendices

The following appendices contain the full transcripts of the interviews conducted for this study.

Interview – Tenant

28 mars 2025

Interviewer 0:03

Den första frågan då är egentligen om du vill berätta lite kort om din bakgrund och varför just du får representera swisslog i detta projekt?

Tenant 0:12

Ja, men absolut så jag har varit en del av swisslog sen 2023 och där börjar ju då karriären som praktikant inom marknadsföring så är det mestadels det jag har gjort på swisslog tidigare. Och sen ledde ju det till en anställning på swisslog och tidigare då så har ju pluggat projektledning mestadels inom marknadsföring och event och det är la en utav anledningarna till att jag fick just det här projektet också. Eller förtroendet att representera swisslog och jag har haft tidigare projekt eller mindre projekt, mestadels event och lite mindre saker som just inkluderar engagement men. När min chef pratar med mig så sa hon att hon hade sett tydliga så liksom projektledarekunskaper och allting och det var det som ledde till att jag fick representera swisslog egentligen. Och sen eftersom jag pluggat då även kommunikation som en del av marknadsföring så sågs det lite som en nyckelkomponent till att kunna få. Ja det är en viktig del egentligen i ett stort projekt som när vi har suttit här i Partille i mer än 20 år så krävs det ju en viss kommunikation så att alla är med och känner sig inkluderade i själva arbetet och det är anledningen jag skulle säga så sätt och att jag då också såklart hade lite extra tid som många andra inte hade som jag också är otroligt viktigt till sådana här saker.

Interviewer 1:42

Ja, det kan man ju förstå.

Tenant 1:44

Ja.

Interviewer 1:46

Då är nästa fråga, hur kom ni i kontakt med T&P och varför valde ni att ta hjälp av en extern part?

Tenant 1:55

Ja, men precis den här fick jag kolla upp lite då för jag kom in lite senare i projektet. Men vi kommer i kontakt med T&P när vi behövde göra en behovsanalys, det vill säga vårt första steg i kontorsflytten och då var det en fastighetsmäklare som vi använt tidigare och då tillsammans med dessa hade vi då kollat på tidigare lokaler och det var de som rekommenderade att ta kontakt med T&P för att hjälpa till med att inte identifiera våra behov och krav och önskemål för den nya lokalen helt enkelt. Så dom hjälpte oss att sätta ihop en behovsanalys och det var där det började egentligen. Och sen anledningen till att vi valde att anlita en extern part var för att ja, men vi insåg att projektet skulle vara tidskrävande och komplext på väldigt många olika sätt och vi hade kanske inte just den tiden inom företaget och just lägga på att den är en enskild person. Skulle ha tid att lägga all tid eller ja, kunna göra allt detta. Och då kände vi också att det var väldigt givande att ha någon extern partner som liksom hade erfarenhet och expertis inom området så att vi kunde säkerställa att projektet genomfördes effektivt och utan hinder och att kunna fokusera på det här och flyttandet och liksom flytta från kontor till öppet landskap och liksom känna att lägga mer energi på det och känna att det blir bra. Slutresultatet helt enkelt.

Interviewer 3:21

Vad är din generella uppfattning om hela projektet med att flytta och hyresgästanpassa?

Tenant 3:33

Jag tycker att vårt projekt har varit väldigt framgångsrikt och det har liksom vi har uppnått de mål som

vi satte innan. Det har vi gått igenom nu när vi har haft just ja, men gått igenom projektet och kollat och målen är uppnådda och så. Det har ju varit en lärorik, men också utmanande process som inneburit att man liksom genom olika aspekter att välja rätt lokal och att säkerställa att alla tekniska praktiska detaljer funkar och.

Just också vi är ett globalt företag att se till att det global branding för just swisslog anpassas in i lokalen är en viktig del.

Ja och liksom vad ska man säga att ja, men vi har haft möjlighet att anpassa kontoret efter våra specifika behov och att skapa en arbetsmiljö som är både funktionell och trivsamt för både medarbetare. Och ja, men vi har stött på lite mindre utmaningar längs vägen, men det är någonting mycket tack vare T&P och hjälp från deras sida till liksom kunna fortsätta att genomföra flytten smidigt och effektivt. Och ja, det är uppnått de mål vi satte in i vår behovsanalys och allting så. Absolut framgångsrikt projekt.

Interviewer 4:51

Skulle du säga att projektet tog upp mer av din tid än förväntat?

Tenant 4:57

Ja, men precis, jag kom in ganska sent och det var ju väldigt tidskrävande, framförallt för min del, då ta ikapp det som jag inte har sett. Det har jag fått ta del av bakom scenen eller vad man ska säga. Det tog mer tid än vad jag tänkte och speciellt då slutspurt. Vi flyttar ju in egentligen 17 februari var det första dagen på kontoret och just efter årsskiftet, då var det intensivt. Det är mycket smådetaljer. Det är mycket som man inte ser förrän man är på plats som kräver mer tid och behöver åtgärdas och. Vi har stött ju inte på några större leverantörsproblem och annat och allting klaffade ändå väldigt bra för vår del. Det tog upp speciellt mycket tid mer än vad jag trodde den sista 1,5 månaden kan man säga. Absolut.

Interviewer 5:59

Skulle du säga att du jobbade heltid med hyresgästpassningen eller hade du andra uppgifter på sidan?

Tenant 6:05

Ja.

Jag hade alltså fram till årsskiftet så kanske jag höll på med flytten i 90 %. Kanske hade några småsaker, men jag skötte också kommunikation och skapandet av sådana delar gentemot medarbetare så jag ja, 90-100 % nästan och sen efteråt, då var det 110 % nästan med just flytten. Det var väldigt mycket tid där just det sista.

Interviewer 6:34

Då kommer en sidofråga på detta, tror du att swisslog som företag påverkar hur flytten har gått för ni jobbar väl med logistik, kan det vara en fördel att ni jobbar inom detta området?

Tenant 6:45

Ja, vi har många individer som är intresserade av logistik, men speciellt när vi nu är på plats och hur vi skulle kunna anpassa lokalen för att det här ska bli så logistiskt smart som möjligt och kunna flyta på så bra som möjligt när vi väl är på kontoret, vare sig det gäller liksom så här. Ja, men uppbokning av platser eller inte och såna finns det vissa individer, speciellt inom företaget som ser på sådana saker på ett annat sätt.

Interviewer

Var projektet var mer eller mindre komplicerat än vad du hade förväntat dig.

Tenant 7:57

Ja, men det var mer komplicerat än vad jag hade förväntat mig.

Det var många aspekter att ta hänsyn till, inklusive logistik, kommunikation och anpassning just av kontorsutrymmen efter våra behov.

Men så är det också, jag är ny i det här, så jag har aldrig gjort något liknande tidigare och just att koordinera sig mellan olika parter. Vem är ansvarig för vad, vem och vad ska jag lämna över? Vad ska jag ta själv och?

Ja, så liksom koordinera mellan fastighetsägare, byggtreprenörer och interna team också. Absolut, så det var en väldigt komplex uppgift skulle jag säga.

Men i sådana situationer, så är det avgörande att ha typ ett stöttande och kompetent, liksom

projektgrupp som man kan luta sig mot när man har frågor som han själv som är för komplext för egna kunskaper och tid egentligen. Så det var egentligen avgörandet kunna vända mig till dem. För svar och råd.

Interviewer 9:00

Vilka har varit de största utmaningarna i projektet, skulle du säga?

Tenant 9:07

Ja men en stor utmaning för mig. Specifikt var att komma in lite senare, ta i kapp, läsa det som säkert har nämnts eller liksom få kunskapen och sånt som säkert har sagt tio gånger innan jag kom med i projektet. Förstå helheten helt enkelt och varför vi har gjort saker och tagit beslut om vissa grejer. Läsa ikapp helt enkelt och vara med aktivt på projektgruppsmötena för att verkligen förstå helheten i det hela.

Sen är det en stor utmaning att man får kasta in sig i nånting som man kanske inte är van med tidigare. Man får utmana sig själv och lära sig genom att learning by doing som man kallar det.

Och sen såklart en utmaning att anpassa lokalen så bra som möjligt för våra medarbetare eftersom det blir en stor omställning att gå till kontor med öppet landskap att få det att kännas intimt och avskilt, men ändå att det är öppet just att det inte är dörrar och väggar emellan och att liksom kommunicera detta på rätt sätt och få med sig medarbetarna i den här hela processen egentligen att känna att de är delaktiga och att de kan påverka.

Och sen så klart en stor utmaning att vi är som sagt ett globalt företag. Det finns riktlinjer vi behöver förhålla oss till sådant som man aldrig hört tidigare.

Det gäller i IT och AV utrustning och allt sånt där.

Det har varit en stor utmaning att hitta rätt på allting och hitta rätt personer och så där och sen. Ja, men det gäller de större utmaningarna skulle jag säga.

Och hinna allt och hinna med allt med budgeten och tid och allt så där också såklart.

Interviewer 11:08

Hur skulle du säga att du har upplevt kommunikationen mellan de olika parterna. Har det varit något utmanande eller har det fungerat bra?

Tenant 11:21

Ja, men det har fungerat bra. Det har det gjort absolut. Jamen man har försökt vara så tydlig och konsekvent och som sagt, det är ju ett annat språk när man talar med till exempel byggtreprenörer och annat.

Man får förklara för de på ens egna språk som man förstår det, men det har ändå funkade väldigt bra.

Som tur är så har vi haft T&P där som har liksom erfarenhet inom det. Och ja, de har jobbat med sådana som oss tidigare som kanske inte har gjort något liknande, vilket underlättar otroligt för att de ska kunna tala så att vi förstår också och vi har ju haft regelbundna möten inom projektgrupp.

Där vi har det varit liksom mycket med IT inredning och allting egentligen och mindre detaljer som ska lösas sig själva lokalen och det är egentligen varit så att det inte har varit uppdelat utan att det är liksom en stor del, vilket har underlättat väldigt mycket för att just se helheten och kunna kommunicera och kunna svara på frågor som är egentligen kanske inte är mitt område. Men att när medarbetare kommer och frågar så har man koll på det också. Så just möten där det de pratar om sådant där inte riktigt man själv har fullt koll, men det har gått väldigt bra helt enkelt.

Även om man kommer in sent i projektet.

Interviewer 12:55

Upplever ni att fastighetsägaren förstod och mötte era krav?

Tenant 13:06

Ja ja, men det tycker jag absolut och jag tycker de har varit flexibla och samarbetat väl med oss, liksom för att våra behov ska bli mötta och också att de har varit så engagerade och det är klart vi först in i byggnaden och så där.

Och ja, jag tycker att det har varit bra samarbete.

Interviewer 13:38

Upplever ni att byggtreprenören förstod och mötte era krav?

Tenant 13:48

Ja, men det tycker jag absolut och jag tycker de har jobbat liksom så här varit otroligt effektiva och liksom kunnat göra de anpassningar vi behövde, sista minuten anpassningar och allting sånt som bara dyker upp.

Det tycker jag är otroligt fint och viktigt, liksom att med tanke på att vi i slutet alltså var det mycket liksom att T&P hade en väldigt stor del med inredning och hjälpte till med sånt. Men just att anpassa efter sådant som vi på swisslog ser och ja som inte upptäcks förens när vi är på plats och lösa det så sätt så.

Det är bra förmåga att kunna hantera oväntade problem och egentligen hitta snabba lösningar. Det har varit väldigt värdefullt.

Interviewer 14:43

Hur tror du att projektet hade gått om T&P inte var involverade i projektet?

Tenant 14:55

Ja alltså om vi hade skött allt internt så tror jag att projektet skulle varit mer utmanande och otroligt mer tidskrävande.

Det det hade varit.

Andra saker hade inom företaget hade verkligen behövt sättas på paus för att vi skulle hinna med allting egentligen. Det är ju så mycket detaljer och det är komplext och vi har ju kanske om vi har haft en person som bara hade suttit med detta helt och från början då kanske.

Men det har vi inte riktigt inom företaget just det, utan vi har ju personer där som ska göra det jobbet. De har fått beskrivet för sig och utan T&P så har ju de så liksom värdefull liksom kunskap och expertis och erfarenhet som har liksom varit avgörande för projektets framgång och att våra mål blir nådda. Och ja, det har liksom kunnat säkerställa att vi har fått igenom våra krav och våra önskemål utifrån behovsanalysen.

Ja, så jag skulle säga att tack vare de så hade det kunnat koordinera så otroligt smidigt och effektivt och att vi kunde börja jobba från dag ett. Det var liksom inga konstigheter det var. Det har ju hört internt att man bara gick och hittar en plats man satte sig, man kopplar in sig och så satt man på ett möte åtta 30 liksom så bara en sån grej. Otroligt värdefullt i ett företag som egentligen alltid är igång och allt är aktivt så.

Ja, det hade kommit in i mål, men det hade varit otroligt mer tidskrävande och.

Jag tror att inte att det blivit så bra det har blivit.

Interviewer 16:50

Hur flexibelt upplever ni att kontoret är anpassat för framtida förändringar?

Tenant 17:02

Jo, men vi tycker väl ändå att det är anpassat, vi har förmåga att kunna växa det hade vi ju med i behovsanalysen också att kunna växa med visst antal procent och liksom just kunna addera mer. Och det har varit viktigt för oss.

Ja, men vi har ju designat utrymmet så liksom att det ska kunna anpassa sig efter växlande behov och förändringar i verksamheten och.

Just möbler och inredning och allting så har vi listor på det för att kunna göra det så sammanhängande som möjligt liksom i framtiden och göra sådana anpassningar och det är samma sak med mötesrum och med de behöver något bli ett kontor. Så ser inte heller det som att det skulle bli en utmaning på så sätt utan.

Nej men jag, det är bra anpassat det för framtiden och för swisslogs framtid, absolut.

Interviewer 18:08

Var det något som ni hade med er från början, liksom att det skulle vara flexibelt över tid i eran behovsanalys.

Tenant 18:18

Ja, men framförallt tillväxt hade vi räknat med. Jag tror 15 % något sånt där, att liksom kunna öka. Nu när vi möblerar så möblerar vi efter hur många kommer in till kontoret här i Partille, vanligtvis måndag, tisdag, onsdag, torsdag, fredag. Vad är maxkapacitet vi har haft och så utefter det så satte vi så här många bord eller så har många kontorsplatser behöver vi ha?

Och så satte vi ju inte maxkapacitet vad som får plats i lokalen. Vi ville ändå att det skulle kännas rymligt. Och finns det ett behov i framtiden så finns det plats för fler.

Men att vi ändå satte en liksom lägre grund till en början och att hellre då växa så vi så vi har räknat på

det. Hur swisslogs framtid ser ut, hur många nya anställda får vi åren framöver och så där så ja, så vi har redan nu egentligen en grund till att kunna växa. Men skulle det bli mer så har vi fortfarande plats till att kunna sätta in mer möbler och göra flera kontorsplatser helt enkelt.

Interviewer 19:32

Vad anser du bara en lyckad hyresgäst Anpassning?

Tenant 19:39

En lyckad hyresgäst Anpassning skulle vara ja, funktionellt och estetiskt tilltalande och för oss då i swisslog som reflekterar vårt brand. Man ska se att det är swisslog när man kommer in där liksom en och sen ja, men flexibilitet som vi pratade om tidigare. Absolut, man ska kunna växa. Det kanske dyker upp någonting som gör att man behöver göra ändringar i framtiden, att det ska vara möjligt. En lyckad hyresgäst Anpassning är ju att alla parter egentligen involverade i projektet har ja, men samarbetat effektivt och att våra krav och behov har blivit mötta verkligen och att man skapar en arbetsmiljö som men främja produktivitet och trivsel och kreativitet för alla medarbetare.

Interviewer 20:40

Skulle du säga att du är nöjd med slutprodukten eller känner du att det finns saker som du skulle vilja ändra på nu i efterhand?

Tenant 20:50

Nej, men jag är absolut nöjd med slutprodukten, men någonting som vi alltid haft med oss under hela projektet är egentligen att det här är en process. Det är liksom inte färdigt 17 februari när vi flyttar in utan vi känner efter är det någonting som inte känns bra men som så såg bra ut på pappret. Men vi har inte uppmärksammat något större sådant just nu, vilket jag tycker är absolut att man är nöjd med slutprodukten.

Kontoret är definitivt så som vi hade hoppats och jag tycker också det reflekterar just Norden i sig för och hur det ser ut och allting så ja, men absolut och just själva.

Processen har ju också varit så liksom lärorik och resultatet är något som vi internt har blivit stolta över. Vi har redan nu märkt att kollegor och medarbetare har börjat bjuda in kunder. Man kan känna sig stolt över till kontor och bjuda över folk och familj kommer dit och man visar och att man känner att när medarbetarna känner sig stolta över att göra det så tycker jag verkligen att slutprodukten har blivit något riktigt bra.

Så vi är absolut nöjda.

Interviewer 22:17

Om du hade gjort detta igen, vad har du gjort annorlunda?

Tenant 22:22

Ja, men just för att kanske underlätta just den här hektiska slutperioden de sista månaderna. Man vet ju aldrig vad som kommer hända, men att ännu mer tid och planering kolla på risker ännu mer. Vad kan hända om det här skulle gå fel och så där? Just riskanalysen är absolut viktigt.

Att man får den här bekräftelsen så att man förstår varandra korrekt med tanke på att det är lite olika språk. Det är liksom olika kunskapsnivåer inom olika ämnen och att bara liksom få ner allting i skrift och se till att man pratar samma språk liksom att man möts halvvägs så.

Och just med vår lokal så tycker jag inte så kan jag inte se att vi skulle gjort några ändringar utan det känns väldigt bra så som vi har haft nu.

Det känns att det är Swisslog när man kommer in där, vilket har varit är otroligt viktigt.

Interviewer 23:49

Jag blir lite nyfiken på det här med när du nämner riskanalysen.

Var det någonting du känner att du missade specifikt?

Tenant 24:33

Vi lyckades ju bra liksom. Vi hade som mål så länge folk kan komma in och jobba och de kan fortsätta med sin dag som vanligt får vi ta det sinsemellan liksom om det är några större ändringar vi behöver göra men.

Nu har det ju löst sig väldigt bra, men just lösningen till vad händer om vi det skulle bli något problem? Från globalt håll att vi inte får igenom någonting som vi verkligen behöver för allt ska funka. Vad hade

varit lösningen på det? Vi hade ju väldigt tur i liksom så här allting gick igenom. Allt gick bra, men nu i efterhand så tänker man ju lite, vad hade hänt om det inte gjorde det mer så sätt vad det gäller IT och AV och licenser på teams och allt möjligt som fortfarande är liksom så i rullning, såna grejer skulle jag säga.

Interviewer 25:38

Vilka är dina främsta lärdomar från detta projekt?

Tenant 25:48

Ja, men jag har fått väldigt många nya, liksom så lärdomar och inte gjort något sådant här liknande tidigare, men framför allt så noggrann planering och effektiv kommunikation. Framför allt då. Det är hur viktigt det är att ha liksom någon slags expertis involverad på något sätt för att underlätta en process och se till att jag ju tyckte att projektet har varit kul rakt igenom, även om det har varit stressigt vissa perioder. Men det är just mycket liksom på grund av T&P och mina kollegor som har jobbat med detta i detta projektet. Man har haft en grupp man har lutat sig mot och viktigt att man aldrig känt sig ensam i det och liksom lärdomen i det att samarbete.

Våga fråga och lära sig genom att göra.

Kastas in i saker som man inte har en minsta aning om, men lära sig det under vägen

Det har ju också varit avgörande egentligen för projektets framgång. Att man har vågat göra det och ja. Och självklart då fått ge väldigt mycket kunskaper just från T&P vad det gäller.

Ja men en väldigt detaljerad och tydlig tidsplan som alla förstår och budget som är lätt att följa och lärdomar liksom att följa ramar och våra globala brandlines för att slutprodukten ska reflektera våra riktlinjer och Swisslog som företag.

Interviewer 27:40

Jag blev lite nyfiken på det här med, T&P behovsanalys. Upplever du att det är liksom det viktigaste T&P gjorde?

Tenant 28:10

Asså jag skulle säga det viktigaste. Det här var ju innan min tid när den här behovsanalysen sattes å målen och så där.

För mig är absolut inte det det viktigaste för mig är att det varit samarbetet mellan.

T&P både varit Sten Lisa och Isabell som hjälpt till med avvecklingen här.

De ser på saker och ting som man själv inte gör. De ser detaljer de här erfarenheten man gjort detta tidigare, att ha den där personen som man alltid kan höra av sig till att nu dök det här upp vem vad ska jag ta det vidare till? Är det någonting jag kan hantera själv? Är det någonting vi ska hantera?

Att ha Lisa, som har liksom beställt mycket med inredningen och annat. Hon har ett öga för det som man själv inte har hon. Hon ser ju våra behov och vår ser på våra brand guidelines och så där och anpassa det efter Skandinavien och det som är snyggt och alltså trivsamt i en miljö så.

Ja, nej, för mig är inte behovsanalysen det viktigaste utan för mig har det varit liksom samarbetet och deras expertis inom området som har varit det absolut mest värdefulla.

Tenant 29:46

Hm nej, men rent det har varit ett jättebra projekt. Absolut. Jag sa det till min kollega igår. Även om det varit hektiskt, så jag hade aldrig tackat nej till det här.

Interviewer 29:50

Ja.

Tenant 29:57

Projektet är även om jag visste det jag vet idag, så det har varit otroligt roligt.

Interview – Project Manager

1 april 2025

Interviewer 0:03

Berätta lite kort om din roll som projektledare i swisslog projektet och vad du har haft för ansvarsområden.

Project Manager 0:21

Jag var delprojektledare för lokal och inredning. Vi brukar dela upp det så att vi har en övergripande projektledare och sen har vi delprojektledare för de olika delprojekten och då var mitt ansvar att hålla ihop delprojekt, lokal och inredning.

Och under det skräet så ligger bland annat inredning men också granskningsprocessen.

Den blir viktig, framförallt i ett nytt projekt från att man har tecknat hyresavtal så har man ju en liten period på sig att korrigera och gå in och titta i bilagor och där börjar vi ofta vår process.

Men sen ligger också flytt och avveckling som ett spår lite beroende på hur stort projektet är hos kunden så kan det här delprojektet omfatta fler moment, men vi brukar försöka vilja hålla isär det och det lyckades vi med det här projektet. Så till exempel så kan facility management frågor ibland gå in, men de hanterade kunden på egen hand. Vi hjälpte dem med information om vad de behövde hantera och sedan hanterade de alla frågor mer eller mindre själva.

Och oftast i den rollen som jag hade i detta projektet så är vi inspelade lite innan hyresavtalet tecknas och det var T&P i detta fallet också men då andra kollegor till mig som skulle ha detta ansvar, men som slutade i samband med att projektet faktiskt gick över in i etableringsfasen som vi kallar den delen som är från tecknat hyresavtal till inflytt och avveckling, så jag kom in när bläcket precis hade torkat och var då tvungen att sätta mig in i all information som hade jobbat fram tidigare i projektet. Ofta så är man ju lite uppsjungen på vad kunden vill ha och vad som är avtalat med fastighetsägare, men det var inte jag.

Så vi kom in i processen när vi precis hade handlat upp inredningsarkitekt eller jag ska inte säga vi jag menar T&P. T&P hjälpte kunden med upphandling av inredningsarkitekt.

Och då var det en annan av våra kolleger som hjälpte till att styra i det, Emma.

Så man hade precis valt Olsson lyckefors och skulle starta upp och då blev min roll ganska snabbt och för egen del dels att läsa in mig på vad kunden behöver och vill ha, sätta liksom en organisation för hur vi skulle jobba.

Hur ofta vi behövde ses hur ofta de hade möjlighet att träffa oss, en tidsplan för det, men också vilka frågor vi var tvungna att besvara och utreda för att vi skulle få med så mycket som möjligt under granskningen då tillsammans med fastighetsägarna, få in.

det som Swisslog ville i lokalen.

Så vi beslutade ganska snabbt att bordlägga mycket frågor och ha full fokus på granskningsperioden. Swisslog sa att de var klara med planlösningen innan vi tecknade avtal, men sedan avtalet var tecknat så var det ganska tydligt att man önskade sig lite andra grejer.

Så som planen såg ut i avtalsbilagan, så det blev arkitekternas första skop, att spika planskiss och för att få till det så behövde vi göra en ny intervjurunda med alla chefer för att utreda deras behov igen. Det gjordes under förstudien, men det var 1,5 år tidigare. Vi behövde fastställa att all data stämde.

Medarbetareantal i de olika grupperna och också önskan kopplat till flexibla arbetsplatser. Det var en grundförutsättning när jag kom in att man skulle byta från egna platser till flexibla platser. Man visste inte riktigt vad det skulle innebära och det fanns en stor oro i det att det inte skulle vara tillräckligt med bord.

Så det blev liksom startskottet och att prata igenom det med alla mellanchefer och få dem att känna trygghet och ta deras information om ren data då hur många var det och om hur såg deras förvaringsbehov ut och hur många dagar på kontoret var de.

Personernas roll och jobbar man mycket, skrivbordsplats eller jobbar man i mötesrum eller ja, jag såg arbetsdagen ut kartlägga det så att vi kunde leverera den datan som inredningsarkitekten behövde för att göra planskisser.

Så det var starten och mitt ansvar i stort.

Interviewer 5:36

Vilka har varit de största utmaningarna för detta projektet?

Project Manager 5:45

En av utmaningarna är att vi tyvärr hos oss på T&P har varit lite stökiga med vem som ska jobba i

projektet.

Det är väl sånt som händer, men vi hade lite personalomsättning och det blev stolpe ut för just det här projektet. Sen tror jag att i slutänden så hamnade rätt person på rätt plats.

Ändå så det var en utmaning att vi förlorade mycket information som vi sedan fick ta igen.

Men också hos kunden att de har varit lite veliga med hur de ska jobba i projektet och kanske inte har prioriterat regelbundna projektgruppsmöten.

De förstod nog inte vikten av det i början, med att ses regelbundet.

Vilket man sen tog till vara lite senare i projektet och de var väldigt tacksamma för att vi hade stått fast vid våra projektstruktur med täta möten där vi delar information med varandra.

Så mycket sena avbokningar från dem som gjorde att det var svårt att liksom få.

Dels delegation två vägar, men också från beslut till rätt tid att processen första halvåret var lite rörig.

Dom bytte också intern projektledare efter ungefär ett halvår lite drygt.

De hade en kvinna hos sig som blev sjukskriven, så det var ju det var oturligt. Sen fick de en ny.

En ny tjej hos sig som klev in i det och gjorde det jättebra.

Så det var en av utmaningarna.

Den andra.

Ja det var det. Det var inte en helt friktionsfri resa med arkitektbyrån faktiskt.

Delar av det tror jag hängde ihop med att hon som jobbar i projektet var stockholmsbaserad.

Vi kände inte varann sen tidigare. Hon kände inte kunden, hon kände inte T&P och hon kände inte mig.

Det behöver inte vara ett hinder, men då när vi hade geografiskt avstånd också så tog det ett tag innan vi hittade varandra i det.

Hon och kunden tror jag aldrig riktigt gjorde det till 100 %, så jag fick medla ganska mycket i början. Och inte medla som att det var dålig stämning, men mer medla, vad menar hon? Vad menar ni? Får dem att förstå varandras språk.

När de valde arkitektbyrå så valde de Olsson lyckefors för att de är duktiga på att utmana och hitta lite nya innovativa lösningar.

Samtidigt som kunden hade en designmanual som var väldigt strikt och styrd och jag tror att arkitekten tappade sin arbetslust lite i det, arbetsglädjen och började leverera ganska mycket standardlösningar och då tror jag att kunden var lite besviken på engagemang.

Project Manager 9:20

Fri tolkning, men det var min känsla när jag satt där mitt emellan att de liksom aldrig riktigt hittade varandra under hela den resan.

Jag tror faktiskt att det hade underlättat om vi hade lite mer fysiska möten i början.

Så det är någonting som jag kommer ta med mig att starta mycket mer fysiskt med alla inblandade i projektet.

Interviewer 9:46

Vilka utmaningar uppstår vid kommunikationen mellan alla de involverade parter?

Project Manager 10:01

Det var att vi avbokade möten på kort varsel som gjorde att det blev lite för långa ledtider och glapp mellan att vi sågs. Det påverkade kommunikationen negativt.

Vi skrev protokoll och skickade ut, men eftersom de inte lästes alla gånger heller så var det ju så att man kunde komma och missa två möten och komma på ett möte då från Swisslogs sida och inte riktigt känna igen sig i vart vi var i processen och då fick vi backa lite grann och göra omtag och ibland korrigera beslut.

Så det tog tid.

Kunde vi ha gjort mer i det, kanske, men ibland är det svårt och om kunden själv inte är motiverad att vara på mötena så är det svårt att hitta en väg i det.

Det är det viktigaste när vi driver projekt att kommunikationen blir lyckad, att alla vet vad som har gjorts och är införstådd med varför, sen behöver man inte dela alla beslut. Men man ska veta varför det har gått åt vilket håll.

Jag har också en lärdom i det. Jag var väldigt fokuserad på min och swisslogs relation och faktisk lite slarvig med kommunikationen mot våran övergripande projektledare Sten som också en T&P kille, den slarvade jag med för jag tänkte att vi är van vid vår process. Vi, vi känner inte varandra jättebra sedan tidigare, men vi känner varandra.

Och då hade väl jag inte samma såhär energi mot honom som mot swisslog. Jag prioriterade kundrelationen och han kände sig lite vilsen och utanför i början. Så ja, kommunikation ska vi ta oss tid för alltid. Det blir bättre.

Interviewer 12:16

Tror du att den dåliga kommunikationen mellan kunden och arkitekten är någonting som har påverkat fastighetsägaren eller byggtreprenören i någon mening eller är det liksom i för tidigt skede för att det ska bli påverkat?

Project Manager 12:30

Ja vet inte till 100 %, men jag tror inte det, en del kan vara att beskedet inte riktigt kom så i tid eller i de tiderna som man hade hoppats på i början sedan avtalade vi en ny leveransplan för besked och den höll vi. Men det skulle väl kunna vara i samband med det som jag tänker att det inte liksom spillde över.

De hade ju en önskan om att göra mer saker i lokalen än vad hyresavtalet stod för och det bromsade vi väldigt mycket av.

Så jag tror liksom inte att det påverkar det den delen av processen, men det är nästan någon annan som försvarar på det och det vore kul också att få det bekräftat eller dementerat hur det kan ha påverkat.

Interviewer 13:28

Upplever ni att fastighetsägaren förstod och mötte era krav under processen?

Project Manager 13:39

Jag tyckte som vanligt att det var svårt att få information om belysning tidigt i processen.

Både vad det var och vad det kostade. I det här i hyresavtalet så ingick det också ovanligt mycket miljöbelysning som inte kunde ville ha och det var svårt att få information om liksom vad det innebär att plocka bort den. Och om vi fick någonting tillgodo, göra andra saker för jag upplever att det var det som var svårast tidigt att få grepp om.

Sen var det Stens roll att sköta dialogen med och mot fastighetsägaren, så jag var inte så involverad i det under första liksom halvan av året, men sen måste jag säga att antingen har vi haft otur tidigare eller så har vi haft jättetur nu. Men jag tycker att PEAB har skött sitt åtagande på ett jättefint sätt och också haft väldigt trevliga personer och tillmötesgående personer som har varit lätt att jobba med och mot Peab med det här projektet. Och ja, men framförallt Anders, men också du Edvin. Även om för mig kommer du in lite på sluttampen i det och löste mycket frågor. Har Anders varit med hela vägen, men väldigt serviceminded och det är det har inte varit så vanligt tidigare.

Interviewer 15:15

Upplever ni att byggaentreprenören förstod och mötte era krav?

Project Manager 15:35

Ja, det tycker jag att de gjorde. Jag tycker väl att det däremot så satt nog peab också lite i händerna på Semren månssons och husarkitekten Isak som hade liksom satt en standard för huset.

Project Manager 15:48

Den jobbade vi lite med i början eller Olsson lyckefors kopplat till glaspartier, till exempel.

Jag tror väl att det som Swisslog bytte till sen blev standard för hela huset, men jag minns faktiskt inte hur man gjorde med det eller om man bara valde det för Swisslogs kontor. Men det var lite kopplat till glaspartierna vet jag som vi ville förändra.

Men jag upplevde också att det fanns en önskan liksom både från fastighetsägaren men också från PEAB att möta Swisslogs krav och att Isak kanske var lite kantigare, ibland är det sen har ju han en roll och hålla ihop hela byggnaden, och det är hans jobb.

Interviewer 16:41

Hur påverkar framtida kontorstrender ert arbete idag med tanke på eventuell flexibilitet och framtida förändringar?

Project Manager 16:56

Ja hur den påverkar vårt arbete förhoppningsvis bara till det bättre. För vi önskar ju det för våra kunder och hyresgästerna att det ska finnas mer flexibilitet och där är det ju så att det är hyresavtalet som styr och begränsar hyresavtalet så som det är oftast upprättas. Nu har det inte som ett så stort utrymme för flexibilitet vare sig i tid och yta. Även om vi börjar ju se varianter på förändringar på det nu, men jag tror att många fastighetsägare börjar fundera på hur man kan göra våningsplan med möjlighet för flexibilitet och annat användande senare, men att själva lokalytan inte är så fast som den har varit tidigare. Att jag menar att hela våningsplan från att ha varit för en hyresgäst lite snabbare ska kunna ställas om till tre och att man kan.

Växa in i andra ytor och knoppa av. Jag tror att man tittar ganska mycket på det. Jag upplever att det finns en aktivitet kopplat till de fysiska förändringarna, hur man snabbare ställer om en lokal. Men jag tror att hyreskontrakten fortfarande är lite tröga. Hur man kan då gå från ett femårigt avtal på 500 m² till ett.

Ja antingen träda ur det tidigare för att man inte vill ha 500 kvadrat eller att man kan göra om det till 250 kvadrat under avtalsperioden på ett sätt som inte bara drabbar en ekonomiskt.

Project Manager 18:36

Så hyresavtalet den produkten känner jag fortfarande är lite svårare att få grepp om hur den ska kunna hjälpa till och nå samma flexibilitet.

Också krångligt med andrahandsuthyrningar när en hyresgäst som har avtalet ska hyra ut delar av sin yta till en andra tredjepart kopplat till försäkring och det är mycket, mycket. Den typen av frågor som styr också.

Interviewer 19:12

Men du skulle säga att flaskhalsen är egentligen själva hyresavtalet när det kommer till.

Project Manager 19:16

Ja, jag vågar inte säga det med säkerhet, för det är inte min nisch på T&P, men åh vad jag för.

Interviewer 19:20

Men, det tar vi med oss.

Project Manager 19:28

Sen är det så klart stora ombyggnationer. Det är aldrig. Det gör man inte så lättvint, givetvis. Och det finns också mycket brandtekniska.

Aspekter är det som kan vara begränsande.

Interviewer 19:40

Om du är nöjd med slutresultatet för swisslogprojektet.

Project Manager 19:52

Ja, det är jag. Jag är framförallt nöjd för att vi har haft en väldigt fin dialog med kunden och vi har hittat energi i projektet både de och vi hos oss och andra inblandade partners. Jag tycker att vi har vänt mycket liksom uppförbackarna och har jobbat ihop oss som ett team och det känns som att vi har gjort det här tillsammans med kunden, inte bara jobbat åt dem och det har vi också försökt jobba igenom med andra partners som vi i sin tur har plockat in i lokalen. Allt från montagefilmer till inredningsleverantörer och har ju fått också både positiv feedback från kunden kopplat till våra samarbetspartners men också.

Dom som vi har valt har varit väldigt glada. Och vad är projektet och tycker att det liksom har varit schyssta villkor runt vår leverans. Och ja, det är jag väldigt nöjd med att det är god ton och sen att kunden är väldigt nöjd med sin egen förflyttning från Partille eller till ett nytt kontor i Gamlestaden. Det är står för mer än hälften av deras känsla att de är väldigt glad att de tog det steget.

För en modernisering? De hade ju sin största drivkraften för det var nog också för att kunna rekrytera personal framåt. De såg att de fick liksom ingen som ville komma och jobba hos dem där de fanns just nu och de behövde tänka om och tänka nytt och är väldigt glada i sitt beslut.

Det klart det har blivit bra att de har gjort rätt och jag hoppas att den känslan håller i sig om ett år eller två.

Men det är en stor del också varför projektet som sådant känns så positivt för de själva är väldigt nöjda.

Interviewer 21:46

Om du hade gjort detta igen, vad har du gjort annorlunda då?

Project Manager 21:50

Men jag hade hoppats att jag kom in tidigare så att jag hade kunnat påverka i val av arkitekt och också underlätta i det och förklara skillnaderna hade velat ha någon som jobbar på samma marknad som hade Göteborgsanknytning.

Och jag hade jobbat ännu mer med kommunikation tidigt i projektet åt alla håll.

Även vår internkommunikation.

Interviewer 22:29

Vad skulle du säga är det viktigaste att tänka på i en hyresgästanpassning från ditt perspektiv?

Project Manager 22:43

Ja, men det är att allt dels att man har koll på numerärerna tidigt, hur många är man, vad har man för önskan med lokalen? Att det finns en tydlig kravspec från kunden, vad vill vi åstadkomma med kontoret och sen också att de det som är viktigt faktiskt prioriteras ventilation, ljud ljus.

Så att liksom alla de grundförutsättningarna är på plats.

Sen löser sig mycket av det andra, faktiskt ganska mycket enklare.

Ja, är det något som vi hade kanske gjort annorlunda också? Så skulle vi jobbat lite mer med belysningen och få dem att förstå att vi kanske skulle addera mer än vad kontraktet sa.

Dom ville ju ha all belysning som ingick i hyresavtalet och var inte så villiga att addera mer, men.

Det tror jag också tyvärr då att hade jag inte haft fokus på att lära känna kunden under den perioden så hade min fokus kunnat ligga på produkten istället och då hade vi kanske fått in lite mer belysning mot en ÄTA, men det hade det varit värt för. Är det någonting som vi tittar på nu så är det ju och förbättra belysningen för dem. Det är lite för mörkt i kontorsrum och teamsrum så det är liksom ingen bra belysning den är basic.

Som uppfyller Arbetsmiljöverkets krav på lux, men man behöver göra mer än så.

Interviewer 24:26

Vad anser du vara en lyckad hyresgästanpassning?

Project Manager 24:37

Ja, men det är när man jobbar tillsammans allihopa på ett bra sätt med syfte att få till en bra slutprodukt, att det finns en öppen dialog mellan fastighetsägare och hyresgäst och eventuellt de en tredje part.

Och att man tidigt lägger en plan för it infrastruktur också bor i början så att det inte kommer som en efter installation och man behöver öppna.

Öppna väggar och tak igen för att dra kabel att man planerar från början allting rätt, men framförallt att man lägger lite tid på relationen med fastighetsägaren i början. Det är viktigt att vi har att vi har en gemensam målbild. Man jobbar för kunden.

Och att också jobba med kunden och få dem att förstå vad som är viktigt tidigt i processen.

Project Manager 26:13

Jag har varit otroligt tacksam för det. Vilken lyxig process vi har haft från tillträde. Just för att peab har varit kvar på plats och inte haft kanske jättemycket att göra alla dagar eller att de har funnits kvar i huset och kunnat hjälpa till med småsaker. Det har varit otroligt lyxigt, det är ju ovanligt att ha det så bra.

Så vi har haft lite tur i det känner jag och det är också nytt som väl vilja. Trots att vi har haft mycket frågor och någon dörr har gått sönder och ja, men både vi och swisslog är väldigt tacksamma för det.

Interview – Site Manager

28 mars 2025

Interviewer 0:04

Så där då, då är vi igång och då Anders då kan ju du få berätta kort om din roll och vad din roll i detta projektet innebär och vad du gör liksom.

Site Manager 0:17

Ja.

Ja, jag sitter ju som platschef här på projektet.

Huvudansvar för produktionsgenomförandet. Kvalitet, miljö, arbetsmiljö.

Sen så är det ju mycket, en stor del är ju projektekonomi.

Framförallt kostnadssidan eller va, från både entreprenörer och sen så vidarebefordrar det så att vi tar betalt från våra beställare och han i sin tur kan ta betalt från sina kunder då, sina hyresgäster.

Även tillsamordningen.

Ja, produktionsplaneringen i stort liksom.

Interviewer 1:04

Bra.

Okej, och då kör vi nästa fråga då egentligen.

Vad skulle du säga är viktigt att tänka på när man gör en hyresgästanpassning?

Site Manager 1:18

Erfarenheten är det ju, vi har ju gjort hyresgästanpassningar i tidigare projekt också liksom, och där är det oftast, ofta får vi ett bekymmer när vi har en hyresgäst som inte riktigt vet vad det är de behöver och vilka behov de har.

För de vet att de behöver flytta, men de vet inte vad han har behov av sina lokaler.

Ja ja, behovet i stort sett liksom.

Det behöver inte alltid vara att de ska komma med en planritning, men just vad, vad är det de önskar?

Typ när de kommer till tekniker och vad de behöver för att kunna bedriva sin verksamhet. Många personer ska vara, vad ser de framför sig.

Så det är väl egentligen de som är det viktiga att de har en hyfsat klar bild på vilka behov de har för sin verksamhet.

Och sen så ja, det är egentligen de som de kan lämna till oss och så kan vi ju utifrån det ta fram förslag på hur vi kan anpassa, hur vi kan anpassa fastigheten för att uppfylla alltihopp.

Ja, det är ofta det som de behöver, en tydlig bild av vad de behöver liksom, sen så när själva projekteringen drar igång så är de ju att de har någon någon från deras sida som är drivande, kunna ta beslut och som vet vad de innebär liksom.

Ja och ser det som en prioritet liksom och mata oss med besked så att vi kan driva produktionen framåt.

En tydlighet att de vet vad de behöver.

Någon som har mandat och tar beslut.

Interviewer 3:29

Och nu då lite mer kopplat till det här projektet då med Swisslog. Då är frågan, hur har kommunikationen mellan byggentreprenören, beställare och hyresgäst/T&P då fungerat under projektet? Har det funnits några utmaningar?

Site Manager 3:57

Eh, stora utmaningar, nu var ju jag inte jätteinvolverad i projekteringsfasen. Det är nog bra att du intervjuar Perti, Edvin skulle jag säga, om du har möjlighet.

Men vad jag upplever det så fick vi ju ändå hyfsada bra besked så att vi kunde driva det till projektering så att vi kunde leverera våra handlingar.

Sen så under själva produktionsfasen då vi upplever att vi har haft bra kommunikation, de har haft en representant. De har haft en byggledare, T&P de är ju proffsiga liksom. De vet ju vad det är som gäller.

De vet vilka frågor de kommer få, så de är ju oftast förberedda liksom.

Sen så har de ju även haft andra representanter och Rebecka från Swisslog.

Så som vi kan ha som kontakt liksom.

Nej, så jag upplever att det har gått bra.
Det är ju min bild från deras sida också att de är nöjda och det är.
Då brukar ju resan dit har varit bra.

Interviewer 5:09

Jag tar en följdfråga här, jag hoppar ner här och frågan är; påverkas du av att T&P används som konsulter åt hyresgästen?

Site Manager 5:28

Nej, jag ser det som en fördel. De har gjort detta förr.

Interviewer 5:30

Mm.

Site Manager 5:33

Swisslog som företag flyttar ju inte på sig varje dag liksom eller nya lokaler och hela den biten och vad det innebär så de har ju inte den, kompetensen inom företaget, så de gjorde ju helt rätt i att nyttja någon som har gjort det förr liksom och vet vilka delar det vi ska gå på och veta vilka delar som behövs för vi ska anpassa lokalen.

Interviewer 6:02

Det är ändå en stor skillnad i en vanlig hyresgästanpassning, när de har en kompetent medspelare, skulle du säga?

Site Manager 6:14

Ja absolut absolut.
Det tycker jag att.

Interviewer 6:25

Då var de ju nästa fråga, i vilken mån hanterar ni ändringar i bygghandlingar utifrån hyresgästens krav och hur ställer man sig till det?

Site Manager 6:44

Du menar efter vi har tagit fram bygghandlingar och sen så kommer de önskemål löpande längs vägen?

Där är det ju, där är det ju egentligen. Det är ju en bedömnings, bedömnings sak vad, vad är det för ändringar?

Det det vi siktar på hela tiden. Vi har ju våran kalkyl. Det var sagt, det är det här de kommer att kosta och det är ju det som kunderna förväntar sig att det kommer kosta.

Sen så längs med resans gång så kan ju de komma med önskemål, fan vi vill ha tio mikro till eller vill ändra de här och här liksom.

Så där är det ju viktigt att vi inte springer för fort på dem, utan det där måste ju kunna ta väl avvägda beslut, liksom ge dem de underlagen som.

De egentligen behöver kanske inte alltid inser att de behöver.

Som förstår vad det är vad det innebär.

Ja vi tar fram en kalkyl.

Vi meddelar om merkostnad och den mer exakta merkostnaden om de önskar de.

Och om vad de innebär i tid och ser vi någon tidsförslängning?

Kommer det här äventyret eran inflytt, liksom.

Så att vi har den dialogen och inte springer för fort på det.

Och sen så vissa saker så typ att de vill ha en extra hylla. Det är ju inga konstigheter att hantera det. Det löser vi ju bara kommunikationen.

Vi har ju arbetsledare till hyresgäster, liksom.

Jag vet, men du Edvin har ju fått sprungit en del på sådana punkter liksom, och det, mindre grejer löser vi ju liksom men är de de stora.

Så det är viktigt att vi tar det rätt väg. Vi har rätt okej på kostnader och tid.

Att vi är vaksamma där.

Så att vi vi, vi matar dem med underlag så att de kan ta rätt beslut.

Interviewer 8:49

Ja.

Då är egentligen det här sista frågan, men vi kommer nog komma med lite följdfrågor, tänker jag? Och då är det så här, vad anser du vara en lyckad hyresgästanpassning?

Och vad är liksom receptet för det?

Site Manager 9:09

Ja.

Receptet för att det ska bli en lyckad hyresgästanpassning.

Interviewer 9:14

Ja.

Site Manager 9:15

Det är ju framförallt kompetent personal på bägge sidor. Det är.

Skulle jag säga eller bara en öppen dialog sinsemellan?

Sen visste, vi har ju löst hyresgästanpassningar.

Där kunderna är helt nybörjare också, men då har de oftast haft med sig en byggleddare, som liksom stöttar dem i sina beslut.

Någon form av professionalitet på bägge sidor, liksom.

Så att man kan driva frågorna, liksom det värsta som finns i en projektering är när det tar tvärstopp liksom.

Vi får inte fram svar, då kommer vi liksom ingenstans.

Interviewer 9:59

Nej.

Site Manager 9:59

Vilket äventyrar handlingar som äventyrar produktionen som ah, antingen får man springa snabbare i slutet eller så får man flytta på slutet till det liksom.

Och det är ju aldrig något bra.

Och sen så att vi, att, vi får möjlighet att vara med tidigt skede så att vi kan planera och förbereda för den här kommande hyresgästanpassning då.

Så att vi får möjlighet att göra det på en rimlig tid.

Det gör ju att vi kan leverera ett resultat, de får det de önskar och att det är i drift och de är på plats och att de är nöjda med att flytta in.

Så är det ju väldigt viktigt, även en stor del. Det är ju när de har flyttat in att vi finns tillgängliga för att ta hand. Jag kommer aldrig vara 100 % är liksom. Det kommer ju vara en injusterings eller, en fas där de, man behöver vänja sig vid lokalen och se lite vad, är det någonting som de har önskat göra annorlunda, är de nånting som inte funkar med klimatet eller något sådant för att vi har en viss injusteringsstid på detta liksom.

Att vi finns tillgängliga för att kunna ta hand om detta och släcka de punkterna.

Visa att vi tar vårt ansvar, det är.

Vi ska ge dem en lokal som de trivs i liksom, de ska få det de betalat för.

Att uppdrag.

Interviewer 11:30

Det där är intressant också att kolla på liksom. Hur viktigt är det för byggentreprenören att kunden är nöjd?

För att det är liksom en så pass komplex eller en komplicerad produkt som vi levererar, att ibland kanske inte kundens slutnöjdhet, om man säger, är främsta fokus för byggentreprenören eller skulle du säga att den är det eller är det handlar det mer om ekonomi och pengar för Peab ibland än att kunden faktiskt är nöjd?

Site Manager 12:07

Det går ju hand i hand, vi ska ju kunna leverera en nöjd kund med ekonomin i behåll, liksom vi ska inte strössla pengar bara för att de ska vara nöjda liksom.

Men, vi ska göra vårt uppdrag, gör vi det så får vi en nöjd kund.

De ska få det de köper.

Och sen så är det ju vårt uppdrag att, fan vi kanske har räknat fel på något ställe.

Men de har ju fortfarande köpt en grej av oss.

Fan då går vi back på något ställe och det är ju, så kan de ju vara.
Men det är ju fel av oss då att smyga med den då och säga ne men då får ni inte detta liksom och det är ju lite fel.
Och kunden är det viktigaste vi har.
Skulle jag säga det som ger oss jobb.
De vi lever på.
Ja, det är ju en balansgång, men.
De ska ju vara kunden i fokus och de ska ju få det de har köpt varken mer eller mindre.

Interviewer 13:29

Kanske lite mer vad som är de största fördelarna med att ha med T&P.

Site Manager 14:03

Största fördelen med T&P?

Interviewer 14:03

Ja.

Site Manager 14:10

Ja, det är ju det att de vet vad de håller på med.
Får jag uppfattning om, jag har aldrig jobbat med dem tidigare.
Men både Sten och Lisa var ju, var ju duktiga och professionella.
De var med på våra möten.
De hade kolla på vad Swisslog hade köpt och de var en part som man kunde prata med.

Interview – Property Owner

28 mars 2025

Interviewer 0:03

Berätta lite kort om din roll i hyresgäst Anpassningen med Swisslog.

Property Owner 0:12

Där är jag ju hyresvärd helt enkelt.

Då annonserar vi ut att vi har kontor ledigt och då är det då kommer i det här fallet T&P som i sin tur har uppdrag av hyresgästen, alltså swisslog. De har ju gått till T&P för att hjälpa dem att fixa ett nytt kontor. De vill ha köpt hela paketet tror jag av dem då du kan ju välja olika men fallet har man liksom köpt ett liv av de i princip löst det åt oss och då kommer de kontakta min mäklare.

Jag kan inte tiden när jag säger att det tog ungefär ett halvår. Hela den processen från att det var ett möte. Första visningen till att vi skrev avtal liksom så då börjar man ju kolla läget visning dit med lite nyckelpersoner. VD har varit där några gånger kikat godkänt.

Mm diskutera innehållet i avtalet och alltså vad de vill ha, ritat upp lokalerna.

Ja och sen eller nu svävar jag iväg min roll i det är ju att i det här fallet har jag bara liksom.

Jag har ju styrt, jag har ju ritat upp, jag gör ju ingenting. Jag har ju bett isak vår arkitekt rita upp. Han har ju suttit med i alla möten. Jag försöker få med honom i alla möten för han kan huset. Han har liksom ritat upp kontoret efter deras önskemål så har vi haft avstämningar och även byggarna har då. De har ju fått av mig då ritning, så här vill de ha. Vad kostar det att bygga?

Och då har jag hela tiden liksom fått räkna på vad kostar det här och bygga liksom vad det kostar det ett visst antal miljoner och då kan jag få slå ut det på hyran. Liksom hyran får man slå att man slår ut det på värdet på fastigheten liksom. Vad är det värt?

Interviewer 2:40

Du sitter väl en del med avtalsskrivande också gentemot T&P?

Property Owner 2:43

Jo sen skriver jag avtal, sen skriver jag ju också hyresavtalet då det nu råkar vara så att vi är väldigt platta organisationer. I normala fall har man ju någon som gör det, men vi gör allt hos oss. Jag är bara enda personen som platschefen är i kontakt med i princip från beställarsidan. I någon annan bestämmelse så har man lite mer folk.

Property Owner 3:05

Men då blir det att man kan lite av mycket liksom så där har man ju skrivit hyresavtalet.

Också såklart med hjälp av jurister och så då, men vi har ju det här mallen från fastighetsägarna. Ett dokument då som vi fyller i och det är mycket fram och tillbaka. De har varit ganska petiga T&P.

Dom har bytt lite personal och så också, så det har varit. Det tog lång tid gjorde det.

Interviewer 3:47

Vilka har varit de största utmaningarna i detta projektet, skulle du säga?

Property Owner 3:55

Ja, jag vet inte. Det har inte varit några konstigheter egentligen. Hm, största utmaning var väl att det är lite för sent?

Property Owner 4:19

Det kom in en extra prutunda när det egentligen inte var OK, tycker jag.

Property Owner 4:26

Det är väl utmaningen som jag inte gillar riktigt annars, så har det funkat bra.

De har bytt personer och så kommer det in någon i slutet och helt plötsligt ska pruta på redan bestämt vi sitter och jobbar och vi plöjer ner ganska mycket pengar. Men vi har ju liknande sådana här case där det inte blir någonting där vi liksom plöjer ner på sånt här projekt har vi ju. Det är ju miljoner kronor Vi lägger papperskorgarna i förgäveskostnader liksom så man satsar liksom på ett case och sen blir det ingenting. Men för att komma dit där det inte blir något så måste man ju satsa liksom alltså. Man kan ju inte bara säga nej till allting, då får man ju ingenting.

Property Owner 5:12

Så ett sånt här case, då satt vi ju med en viss hyresnivå.

Länge och det var den vi jobbade efter och helt plötsligt i slutet kommer in en ny kille och ska pruta ganska mycket, så det blev. Jag fick dra ner våra brallan ganska hårt, har jag märkt.

Allting handlar om pengar liksom tiden var ju jättebra här. Det var ju ett år från avtalsskrivning till inflytt och normalt i det här fallet säger ju byggaren att det tar ett halvår att bygga klart.

Det var ju jättebra tilltaget med tid liksom.

Interviewer 6:12

Är du nöjd med slutresultatet med swisslog?

Property Owner 6:20

Ja, det är kanon.

Jag bryr mig inte om hur de har möblerat och satt sina väggar. Det får du fråga dem. Så om du frågar mig så kan jag bara vara nöjd med att de är nöjda med våra byggare, liksom i princip. Och det är ju kanonresultat, liksom, det är ju i allra hög nivå på de här som har byggt detta.

Interviewer 7:08

Har det uppstått några utmaningar i kommunikationen mellan de olika parterna.

Property Owner 7:12

Jaha, ja, men det är väl att de har bytt folk.

Utmaningen här i kommunikation mm. Alltså om man nu ska hitta någonting så är det väl var det väl inte perfekt att de bytte folk.

T&P hade en kille som sa upp sig i mitten och det är sånt som händer, men nej annars så har det fungerat bra..

Interviewer 8:21

Och skulle du säga att hyresgäst Anpassningen har varit mer eller mindre komplicerad än vad du hade förväntat dig eller har tidigare erfarenhet av?

Property Owner 8:31

Nej.

Jo men kommunikation förresten, om vi backar det eller jag vet inte om det är kommunikation, men.

Interviewer 8:41

Ja absolut.

Property Owner 8:45

Det var lite för mycket folk från hyresgästen. Det vet jag att T&P också pratade lite och sa till dem på skarpen att det var för mycket folk.

Det var 10-15 personer och alla skulle tycka till. Det var väl det enda som var lite dåligt med kommunikationen.

Det gäller utse liksom en person eller två som har mandat. Man kan inte fråga vanligt folk och hur tycker ni att vi ska rita upp och projektera vårt nya kontor sådana som inte har aning om hur man gör sånt där.

Det går inte för det då kan vi hålla på i all oändlighet och det gjorde nog att det tog lite längre tid. Jag vet att han Daniel, som höll i det tyckte nog att det tog lite för lång tid och det var på grund av det. Jag vet inte deras upplägg om de hade fast peng eller timpeng mot swisslog? Du vet jag faktiskt inte. Men det kunde gått smidigare tror jag.

Interviewer 10:28

Har hyresgäst Anpassningen varit mer eller mindre komplicerad än vanligtvis. Jag tänker eftersom de tog in T&P om det har förenklats processen eller?

Property Owner 10:37

Nej men gör man så att man tar in ett sånt stort bolag ändå som Swisslog är. Då måste man ta in experter. Det hade ju inte gått annars.

Sen vet ju inte, jag kan inte den biten jag. Jag vet inte hur exakt vad de gör liksom, så jag antar att det

har väl funkat bra.

Men hade det varit en mer tajt tidplan, då hade dom nog inte löst det.

De har nog liksom kunnat söla lite eftersom vi har haft ganska gott om tid på oss.

Interviewer 11:24

Hur påverkar T&P hyresgäst Anpassningen för dig? Finns det fördelar och nackdelar eller hur ser du på det?

Property Owner 12:05

Jag har ingen erfarenhet av att sitta med en sån stor firma som kör det själv heller, så jag vet inte.

Det är sådär man gör liksom. Det finns inget annat sätt skulle jag påstå, så jag vet inte riktigt.

Property Owner 12:28

Det hade aldrig blivit så att vi kanske hade gjort jobbet åt andra. Det blivit så att jag hade väl fått bara bolla tillbaka till dem hela tiden så hade det slutat med att de aldrig kommer till hamn. Det är att i så fall att vi hade fått dra i handbromsen. Byggarna har ju sin tid liksom. Man har ju skrivit hyreskontrakt med en inflyttningstid och sen säger ju byggaren att vi löser det liksom, men det är ju under förutsättning att allting rullar på liksom.

I projekteringen så måste man till exempel vid en given tidpunkt komma överens om att här måste exempel spikad layout vara satt. Efter det datumet kan man inte kladda med rumsbildningar utan då är det små ändringar och så vidare så det är ju många hålltider som man måste förhålla sig till och det bygger ju på att hyresgästen är hyfsat professionella kan jag tycka. Vi har ju haft några mindre som den här ovanför, Hon den tjejen har väl liksom rattat det själv. Hon har ju inte någon konsult.

Det hade kanske gått att göra smidigare, men nu har Swisslog fått det perfekta kontoret. Alla är svin nöjda. Klart det gör ganska mycket om det är 110 pers eller om det är så på det här andra bolaget då tio pers.

Det är tio pers, fast de har en fjärdedel av ytan de andra så de har ganska mycket mer Space har de ju så.

Så jag tror att brytpunkten någonstans går väl vid kanske 20, 30 pers. Där måste du ha någon som hjälper dem liksom om du inte för ofta så jobbar ju inte. De här bolagen är ju inte i våran bransch. Du kan ju inte sånt här, liksom är duktiga på att bygga höglager, liksom då är det den skulle ha på mig och det är där de tjänar pengar. De ska lägga tiden på det, de ska inte lägga tiden på sån här skit liksom.

Interviewer 14:38

Hur ser ni på balansen mellan att möta hyresgästens behov och säkerställa en långsiktig hållbarhet för fastigheten? Vi pratade lite om det här med layout och så där.

Property Owner 14:54

Ja, men du tänker att om det är någon som vill bara bygga smårum mm.

Eller bara måla rosa väggar eller?

Interviewer 16:19

Ja precis.

Property Owner 15:14

Alltså på swisslog i det här fallet. De har till exempel byggt någon form av sekretessrum.

Det har jag svårt att se att nästa hyresgäst kommer ha nytta av till exempel Det har jag liksom inte gjort någonting med, men det hade man ju kunnat göra.

Men det är så stor affär, så det är liksom allting åker med bara, vi har ju haft ett konjunkturläge där vi kan liksom inte sitta och räkna på varenda grej, utan det här gäller det bara liksom och man kan inte alltid få betalt för det vi gör, utan det är marknaden som styr hyran.

På ett sätt hade man ju velat att varenda grej som läggs till ska att vi ska få betalt för det, men i verkligheten funkar det inte riktigt så utan då blir det bara. Ja, men då tar vi nästa projekt istället. Då går vi vidare.

Så är det en annan konjunktur kan vi ta betalt för allting, men det går ju inte nu. Men det var inte riktigt frågan svarat på frågan heller hur det här har det ju varit ett bra kontor så det här kontoret går ju hyra ut till någon annan. Om du, om du tänker sustainability.

Property Owner 16:28

Men det har varit ett vanligt kontor liksom.

Property Owner 16:41

Vi har ju, vi har ju i vår i vårt hyresavtal har vi ju en en så kallad grön bilaga. Där sätter vi ju krav på hyresgästen att dom ska vara med och hålla nere energiförbrukningen. Dom själva ska inte ha miljöfarliga möbler och allt vad det är liksom. Det är massa olika grejer som vi har som krav på oss. Det är ju det kravet vi ställer i princip och sen är det ju byggreglerna och alltså myndighetskraven, alltså allt vi gör inget olagligt liksom.

Interviewer 17:32

Nästa fråga är vad anser du vara en lyckad hyresgäst Anpassning?

Property Owner 17:43

En lyckade hyresgäst Anpassning är en hyresgäst Anpassning som är så jävla mainstream som det bara går där det går i princip att få in någon annan direkt utan anpassar den igen. Det är ju självklart det bästa för om man tänker på miljön och så vidare.

Det är ju ena hållet, sen är ju den andra att man lyckas få jävligt bra betalt för det så klart. Men oftast är det inte hyresgäst Anpassningen där man kan göra pengarna liksom, allting handlar ju om att hålla bashyran hög för det är bashyran som gör att den indexeras ju också varje år och det är den som sätter värdet på fastigheten.

Interviewer 19:23

Har du större spelutrymme när du håller på med 17 för att den som är ansvarig där inte har gjort det innan fattar du kan inte du styra och ställa lite mer.

Property Owner 19:34

Med det att jag kan utnyttja att jag kan utnyttja situationen på ett annat sätt.

Interviewer 19:37

Ja, kan du inte göra det?

Property Owner 19:38

Mm, där där var det ett sånt läge faktiskt, men hon var ju ganska vass ändå.

Jag gjorde ett litet misstag i hyresavtalet är att jag råkade, det var bara mänsklig faktor. Jag råkade få in fel rumsbeskrivning.

Som var dyrare material och det såg inte hon det hade T&P sett. Men hon har fått det hon ville ha ändå.

DEPARTMENT OF ARCHITECTURE AND CIVIL ENGINEERING
DIVISION OF CONSTRUCTION MANAGEMENT
CHALMERS UNIVERSITY OF TECHNOLOGY

Gothenburg, Sweden 2025
www.chalmers.se



CHALMERS
UNIVERSITY OF TECHNOLOGY