



Case Study

PROFITABILITY INCREASES for Industrial Indemnity Los Angeles, California 25,000 square feet

The climate relative to the insurance industry in California has been challenging, and businesses are scrambling to downsize, consolidate, streamline and improve operational strategies to increase profits in order to survive. Responding to the changing in the marketplace, this insurance company, through strategic planning with JSDA adopted a new philosophy of blending departments to increase communication among team members for the sole purpose of eliminating finger-pointing toward claims with no good solutions. The theory: by grouping teams of people from different departments, build camaraderie, build information and knowledge, and shared experience in equitably solving claims problems, and thus reducing the time for solution and long term cost. An effective approach for this firm.

Grouping one or two individuals from underwriting, technical support, clerical staff, and claims was the foundation for the new team. The new teams were organized in 4 to 6 member clusters in a regularly identified way throughout the plan. This solution produced a high density of employee to space utilized while providing a quality officing environment with a high degree of flexibility for informal conferencing and one on one meetings.

Breaking traditional form and giving rise to the new officing concept, the firm chose to maximize natural light in the new office plan by placing the private offices on the interior. The office are oriented with the longest dimension laying along the rated tenant corridor, with interior glazing connecting the people with those in the open plan. Only one private office was strategically placed on the perimeter, grouped at the reception zone for alternative use as a conference room, due to travel generated space opportunity.

A circular form was chosen a design direction to reward people at key transition points throughout the plan: reception areas, circulation areas and main corridor points. The circular pattern symbolizes the coming together of disparate groups and the new philosophy of shared information, better communication, and cross-trained employees which improves the firm's business performance.



Clusters of Herman Miller Action office workstations are organized in "streetscape" to maximize the connections to quality power points and to provide a sense of place to teams of employees. The sense of place is further enhanced through the use of two heights of acoustical panel systems, creating greater separation between teams and increasing communication among team members.

The firm has reduced claims by more than 20%, which they directly attribute to the reorganization of teams provided for in the planning process. The firm is headquartered in San Francisco and currently undergoing a similar restructuring for more than 10 floors of their corporate headquarters to continue the advancement in their business goals toward greater profitability

